United Nations A/60/727

General Assembly

Distr.: General
23 March 2006

Original: English

Sixtieth session
Agenda item 136
Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2006 to 30 June 2007

Report of the Secretary-General*

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* The lateness in the submission of the present report was due to additional technical and substantive consultations.

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Abbreviations

AU	African Union
BONUCA	United Nations Peacebuilding Support Mission in Central African Republic
ECOWAS	Economic Community of West African States
EU	European Union
GIS	Geographic Information System
ICAO	International Civil Aviation Organization
IGAD	Intergovernmental Authority on Development
IMIS	Integrated Management Information System
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NGO	Non-Governmental Organizations
ODS	Official Document System
OHCHR	Office of the High Commissioner for Human Rights
ONUB	United Nations Operation in Burundi
OSCE	Organization for Security and Cooperation in Europe
SGTM	Standardized Generic Training Module
STM	Standard Training Module
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMIS	United Nations Advance Mission in the Sudan
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNITAR	United Nations Institute for Training and Research
UNLB	United Nations Logistics Base at Brindisi

UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISET	United Nations Mission of Support in East Timor
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services
UNOSEK	United Nations Office of the Special Envoy of the Secretary-General for the Future Status Process for Kosovo
UNOTIL	United Nations Office in Timor-Leste
UNTOP	United Nations Tajikistan Office of Peacebuilding
UNTSO	United Nations Truce Supervision Organization

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2006 to 30 June 2007, which amounts to $189,538,800 and provides for 831 continuing posts and a net increase of 142 posts, representing 146 new posts, the transfer of 5 existing resident auditor posts from the United Nations Mission in the Sudan (UNMIS) to the support account budget, the abolishment of 4 resident auditor posts in the United Nations Mission in Sierra Leone (UNAMSIL) and the transfer of 5 posts from the support account to the United Nations Logistics Base at Brindisi (UNLB).

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2004/05) (1)*	*Apportionment (2005/06) (2)*	*Cost estimates (2006/07) (3)*	*Variance*	
				Amount (4)=(3)–(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	98 263.2	112 383.7	131 569.1	18 185.4	16.0
II. Non-post resources					
General temporary assistance	1 016.7	8 522.6	11 028.7	2 506.1	29.4
Consultants	1 532.4	1 767.8	5 057.8	3 290.0	186.1
Official travel	3 896.1	5 227.6	11 162.7	5 935.1	113.5
Facilities and infrastructure	6 357.0	9 329.2	14 177.4	4 848.2	52.0
Communications	865.5	1 191.5	1 672.8	481.3	40.4
Information technology	4 952.1	6 168.9	12 072.0	5 903.1	95.7
Medical	92.0	100.0	102.1	2.1	2.1
Other supplies, services and equipment	1 050.8	1 243.9	2 696.2	1 452.3	116.8
Subtotal, category II	**19 762.7**	**33 551.5**	**57 969.7**	**24 418.2**	**72.8**
Total	**118 025.9**	**146 935.2**	**189 538.8**	**42 603.6**	**29.0**
Staff assessment income	15 891.3	18 827.9	18 986.4	158.5	0.8
Net requirements	**102 134.6**	**128 107.3**	**170 552.4**	**42 445.1**	**33.1**

Human resources

Category	2005/06 (1)	2006/07 Transfers[a] (2)	2006/07 New posts[b] (3)	2006/07 Change (4)=(3)+(2)	2006/07 Total proposed (5)=(1)+(2)+(3)	Reclassified (6)
Professional and above						
D-2	5	—	—	—	5	—
D-1	12	—	5	5	17	—
P-5	58	(1)	12	11	69	—
P-4	231	(2)	44	42	274	—
P-3	196	(1)	38	37	232	—
P-2/P-1	20	—	3	3	23	—
Subtotal	**522**	**(4)**	**102**	**98**	**620**	—
General Service						
Principal level	25	—	1	1	26	—
Other level	281	—	43	43	324	—
Security Service	3	—	—	—	3	—
Subtotal	**309**	**—**	**44**	**44**	**353**	—
Total	**831**	**(4)**	**146**	**142**	**973**	—

[a] Net decrease of 4 posts due to the transfer of 5 existing resident auditor posts from UNMIS, the abolishment of 4 resident auditor posts in UNAMSIL and the transfer of 5 posts to UNLB.

[b] The total of 324 General Service (Other level) posts include 13 national General Service staff for the resident auditor/investigator units, of which 3 — in the resident investigator units in UNMEE, MINUSTAH and UNOCI — are new.

The action to be taken by the General Assembly is set out in section III of the present report.

I. Introduction

A. The level of peacekeeping resources and the support account

1. In the fiscal year 2004/05, the four large missions with complex and multidimensional mandates, namely the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Mission in Liberia (UNMIL), the United Nations Operation in Burundi (ONUB) and the United Nations Operation in Côte d'Ivoire (UNOCI), which were established by the Security Council during the period November 2003 to June 2004, became fully operational. The 2004/05 period also reflected the full impact of the expansion in military and police personnel for the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) that was authorized in October 2004 in respect of the increased scope of its mandate. Subsequently, in March 2005, the Security Council established UNMIS, whose budget for the 2005/06 period was slightly less than $1 billion. Based on the mandates of the missions that were established in the past three fiscal years, the range of peacekeeping activities has broadened in scope, dimension and complexity resulting in a commensurate growth in the overall peacekeeping budget level. The total peacekeeping budget, including UNLB and the support account, has increased from $2.7 billion in 2001/02 to $5 billion in 2005/06 and currently projected at $4.8 billion in 2006/07. It is worth noting that the increase in the peacekeeping budget level between 2001/02 and 2006/07 reflects an increase in the total number of peacekeeping operations of only 1, from 14 active peacekeeping missions in 2001/02 to 15 active peacekeeping missions in 2006/07 (including the United Nations Truce Supervision Organization (UNTSO) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP)). In addition, the number of political and peacebuilding missions increased from 12 in 2001/02 to 16 in 2005/06 and 15 in 2006/07. The scope and budget of these political and peacebuilding missions, for which the Department of Peacekeeping Operations provided logistical and administrative support, has substantially increased, including the United Nations Assistance Mission in Afghanistan (UNAMA), for which the Department has substantive responsibility. The Secretariat has been able to effectively respond to the dynamic nature and breadth of peacekeeping activities, albeit placing serious strains on the capacity of its existing staff resources and reprioritizing its planned activities in order to deploy mission headquarters within 90 days of mandate, as in the case of UNMIS. The Secretariat has been able to achieve a majority of its planned outputs and has demonstrated progress in the attainment of all the expected accomplishments, as detailed in the performance report of the support account for the period 2004/05 (A/60/681).

2. With additional resources provided by the General Assembly for the support account in the past four fiscal years, from 2001/02 to 2005/06, the budget of the support account has grown from 687 posts and an approved budgetary level of $89.7 million in 2000/01 to 831 posts and an approved budgetary level of $146.9 million in 2005/06. In the current period 2005/06, the approved resources for the support account, will backstop and administratively support 15 active peacekeeping operations and UNLB with an overall budget level of $4.86 billion. In addition, within the approved level of resources in the support account, the Department of Peacekeeping Operations provides backstopping for the four special political missions or offices — UNAMA, UNOTIL, UNIOSIL and UNOSEK — for which the Department has substantive responsibility, and the full range of administrative

and logistical support services to 12 special political or peacebuilding missions managed by the Department of Political Affairs. During the past few years, the number of such missions has significantly increased, from 11 in 2003/04 to 16 currently, including complex operations such as UNAMA and UNAMI. As shown in table 1 below, the level of the support account budget has increased by 68 per cent from 2001/02 to 2005/06, whereas the total budget for peacekeeping operations has increased by 85 per cent for the same period, i.e., $2.7 billion in 2001/02 to $5.0 billion in 2005/06. The Secretariat has undertaken every effort to achieve the time line set by the Security Council for establishing a new mission and to meet ongoing and new operational exigencies effectively by, for example, the temporary utilization of vacant mission posts, reprioritization of available resources and planned activities as well as the long hours consistently worked by staff, in particular at United Nations Headquarters.

3. Unfortunately, the achievements for 2004/05 were attained at a cost to the Secretariat, as current staff capacity is stretched to its limits, and it has become apparent, through management reviews undertaken by the Office of Internal Oversight Services as well as external consultancy firms, that certain key functional areas need to be strengthened, particularly in the area of procurement of goods and services for peacekeeping operations.

Table 1
Overview of financial and human resources for peacekeeping operations from 2000 to 2007

	Budget levels (millions of United States dollars)						
	2000/01 Brahimi I	*2001/02 Brahimi II*	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07 (projected)*
Peacekeeping missions	2 566.3	2 674.5	2 502.2	2 690.0	4 219.7	4 838.9	4 526.9
United Nations Logistics Base at Brindisi	9.3	8.9	14.3	22.2	28.4	31.5	35.6
Support account	59.9	89.7	100.9	112.1	121.6	146.9	189.5
Strategic deployment stocks	—	—	141.5	—	—	—	—
Total	**2 635.5**	**2 773.1**	**2 758.9**	**2 824.3**	**4 369.8**	**5 188.4**	**4 752.0**
Number of missions							
Peacekeeping missions[a]	16	14	14	16	15	17	15
Political and peacebuilding missions	8	12	12	11	15	16	15
Number of personnel							
Military and police personnel authorized by the Security Council	38 500	47 883	43 011	56 261	64 709	71 811	78 090
Support account posts	562	687	702	743	761	831	973

[a] Including UNTSO and UNMOGIP.

4. Experience has shown that the resource level for the support account has always lagged behind the establishment of new missions or the expansion of existing missions resulting in a "catch up" situation with the demands and strains placed on the current level of staffing to provide the backstopping and administrative support in the attainment of the achievements. In such circumstances, there is no excess capacity available to undertake management reviews of

organizational structures, accountability, oversight and control mechanisms; and to analyse current practices ensuring that they are implemented within established rules, regulations and guidelines or to determine its relevance with current best practices and to revise and update them accordingly. Efforts related to the continuing professional development of staff have been adversely affected owing to the non-availability of staffing resources to analyse the needs and to develop training courses that would be targeted to those needs and to the inability of staff members to attend training courses as they could not be released due to the heavy workload resulting from the surge in peacekeeping operations.

5. In reviewing the resource requirements under the 2006/07 support account, all Departments have carefully analysed their needs and reviewed their requirements within the totality of approved resources. The request for additional capacity resulted from the Departments having analysed and redeployed the spare capacity created by the downsizing or liquidation of missions to support expanding missions, functional areas that need strengthening and areas that have not been resourced.

6. The report of the Office of Internal Oversight Services on the comprehensive management audit of the Department of Peacekeeping Operations (A/60/717) contained recommendations on improving the management of peacekeeping operations by strengthening internal controls and ensuring enforcement of established controls that were taken into consideration in the analysis of additional capacity, particularly in the resource requirements of the Department of Management. These improvements are further reiterated in the reform proposals that have been promulgated by the Secretary-General in his report A/60/692 in the areas of ethics, accountability, strengthening of procurement and investing in budget and finance and in governance. In addition, recommendations contained in the report of the Board of Auditors (A/60/50 (Vol. II)) have also been considered.

7. As Departments have initiated management reviews, e.g., the Department of Peacekeeping Operations is undergoing a review of its organizational structure and its administrative processes and procedures, a review of the governance structures, principles and accountability throughout the United Nations systems (General Assembly resolution 59/264, para. 9) will include the Office of Internal Oversight Services and the overall management review of the Office of Programme Planning, Budget and Accounts. It is anticipated that these reviews will take into consideration the effectiveness, efficiencies and productivity of administrative processes, including streamlining and simplifying procedures and their impact on human and other resources in line with the recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in paragraphs 9 to 10 of A/59/784.

8. In the Secretary-General's report on the overview of the financing of United Nations peacekeeping operations (A/60/696), the Department of Peacekeeping Operations presented goals in its four-year plan into 2010, including the direction and priorities it intends to take to further improve its support of peacekeeping operations and to enable it to be a more responsive and effective partner in peacekeeping operations. Within this overarching goal, the resource requirements of the Department of Peacekeeping Operations, for the 2006/07 support account, will seek to implement the following priorities in the forthcoming fiscal year:

(a) Establishment of a standing police capacity as approved by the General Assembly in its resolution 60/1;

(b) Creation of a dedicated United Nations capacity for support to African peacekeeping missions as approved by the General Assembly in its resolution 60/1;

(c) Strengthening of the management of delegated procurement functions and the audit management functions in the Office of Mission Support;

(d) Further strengthening of the management and operational capacity to support air operations including air safety and the movement and control of all air and ground assets;

(e) Creation of an Integrated Training Service which incorporates training of military, police and civilian into one entity with a consolidated and comprehensive training policy and strategy. This is part of an integral approach which includes the United Nations Logistics Base;

(f) A further strengthening of the Peacekeeping Best Practices Section in the areas of disarmament, demobilization and reintegration, gender-related issues and information management;

(g) Enhancement of the capacity of change management by the development and implementation of strategy and plans to meet the Department's information management needs;

(h) Strengthening of the Conduct and Discipline Unit in response to the projected increase in cases of conduct, discipline and sexual exploitation and abuse;

(i) Introduction of the Senior Leadership Selection and Leadership Programme;

(j) Undertake various reviews of the operations of peacekeeping to ensure that practices are in line with current industry standards and to make appropriate recommendations thereof, e.g., an independent review of aviation operations, review and investigation of the Quality Assurance Programme, study the feasibility of regional integration of support services/expertise in areas of fuel, rations, airfield support, logistics support services, warehousing, camp services and security equipment and services as well as asset management;

(k) Implementation of various information technology projects and tools, e.g., the Department of Peacekeeping Operations intranet, Enterprise Content Management, communities of practices, Peacekeeping Best Practices Section website, rosters of candidates, training database, which would enhance its effectiveness in supporting the missions;

(l) The resources requested are to provide support to a projected number of 96,000 personnel in the field (all categories), an increase of 48 per cent from 65,000 personnel in 2001/02. The projected number of 96,000 personnel for 2006/07 is based on current authorized personnel levels and does not include a further expansion of the United Nations Mission in the Sudan (UNMIS) that will include both military and civilian personnel.

9. The Department of Management seeks to implement the following priorities in the fiscal year 2006/07:

(a) Strengthening procurement, including the Procurement Service and the Headquarters Committee on Contracts;

(b) Introduction of the international public sector accounting standards;

(c) Further strengthening of the financial management capacity, particularly budget and finance officers, in the Office of Programme Planning, Budget and Accounts, in effectively supporting peacekeeping missions and in implementing ST/SGB/2005/7;

(d) Further strengthening the investment and technical capacity in Treasury;

(e) Further strengthening of the human resources capacity, in the Office of Human Resources Management, in support of the Department of Peacekeeping Operations as well as the implementation of ST/SGB/2005/7;

(f) Development of information technology tools such as the Enterprise Budgeting Application for peacekeeping and a database for the maintenance of liabilities to troop-contributing countries;

(g) Further strengthening of the Archives and Records Management Section and the Medical Services Division.

10. With regard to the requirements of the Office of Internal Oversight Services, resources have been requested for the further strengthening of the resident auditors in the missions, including the transfer of resident auditor posts from the UNMIS budget to the 2006/07 budget of the support account, the creation of the Resident Audit Coordination Section and a further strengthening of the capacity of the Executive Office.

11. The General Legal Division of the Office of Legal Affairs needs additional capacity to cope with the significant increase in the number and complexity of demands for legal advice and assistance arising from procurement activities, from claims and litigation relating to such operations, and in respect of institutional arrangements for peacekeeping operations.

12. The requested strengthening of the Department of Safety and Security will enable it to provide an effective and prompt response to security-related issues.

Proposed new posts by department

Department	*New posts*			*Percentage of total new posts*
	Professional and above	*General Service*	*Total*	
Department of Peacekeeping Operations	67	17	79[a]	55.6
Department of Management	23	15	38	26.8
Office of Internal Oversight Services	8	11	20[b]	14.1
Executive Office of the Secretary-General	—	—	—	—
Office of the Ombudsman	—	—	—	—
Office of Legal Affairs	3	1	4	2.8
Department of Public Information	—	—	—	—
Department of Safety and Security	1	—	1	0.7
Total	**102**	**44**	**142**	**100.0**

[a] The total of 79 is the net result of 84 new posts requested and the transfer of 5 posts to the Integrated Training Service, UNLB.

[b] The total of 20 reflects the request for 19 new posts, the proposed transfer of 5 resident auditor posts from UNMIS and the abolishment of 4 resident auditor posts in UNAMSIL.

13. The identification of these additional requirements follows an extensive review of the existing post and non-post resources and the redeployment of resources supporting closed and/or downsizing missions and changes in complexity of missions. Without these proposed additional resources, the departments will not be able to provide the level of managerial direction and operational support that the missions require in the implementation of mandates approved by the Security Council. Most importantly, the additional resources are needed to improve the management of peacekeeping operations by strengthening internal controls and ensuring the enforcement of established controls. In addition, the resources are needed to implement areas of change, improvements and to undertake reviews and/or studies that have been identified by the departments which are crucial to the overall management and delivery of support to peacekeeping operations. Past experiences have shown that delays in implementing such initiatives result in inefficiencies and the possibility of exposure to risks of mismanagement and fraudulent practices.

14. The planned progress for the financial period 2006/07 is further elaborated by the indicators of achievement in the results-based frameworks for each of the departments with support account resources (which are presented in section II of the present report).

15. The Secretariat will continue to review the support account capacity against the overall peacekeeping level and intends to implement the recommendation of the report of the Office of Internal Oversight Services on management audit of the Department of Peacekeeping Operations.

16. Meanwhile, the Secretariat will continue to reassess the level of the support account taking into consideration changes in number, scope and complexity of peacekeeping operations and the needs arising from the liquidation of missions and

accordingly make recommendations to the General Assembly on the level of resources required.

B. Analysis of resource requirements

17. The increase of $42.6 million representing a 29.0 per cent increase over resources approved for 2005/06 is due mainly to the requirement for 142 new posts, including 4 resident auditor posts transferred from mission budgets ($18.2 million), and to an increase of $24.4 million in non-post resources.

18. The increase in general temporary assistance is due primarily to the additional requirements for the Department of Management and the Department of Peacekeeping Operations. In the Department of Management, resources are required, for the Accounts Division, to support the preparations of the proposed introduction of the International Public Sector Accounting Standards; for a Project Manager to head the project implementation team of the Enterprise Budgeting Application project in the Peacekeeping Financing Division; the continuation of assistance to the Secretariat of the Joint Appeals Board, the Joint Disciplinary Committee and the Panel of Counsel to deal with an increasing number of cases originating from peacekeeping operations and the Department of Peacekeeping Operations; the continuation of general temporary assistance for the Administrative Law Unit and the Policy Unit in the Office of Human Resources Management to deal with the sexual exploitation and abuses cases referred from peacekeeping missions, to assist in the development of policies to prevent harassment and discrimination, standard procedures for sharing lessons learned and to raise awareness as well as to implement the designation of certifying officers as stated in ST/SGB/2005/7. General temporary assistance resources are also required to maintain and support the Department of Peacekeeping Operations data centre and helpdesk in the Information Technology and Services Division and to implement three information technology projects, i.e., Customer Relationship Management, Enterprise Content Management and Enterprise Budgeting Application. The Procurement Service requires general temporary resources to provide support to the freight-forwarding operations and to formulate an implementation plan following the recommendations of the Deloitte and Touche consulting report on the Procurement Service.

19. In the Department of Peacekeeping Operations, general temporary assistance resources are required to assist in the development and population of rosters of pre-vetted candidates; to assist in the tabulation and compilation of national cost data received from Member States in preparation of the forthcoming meeting of the contingent-owned equipment Working Group scheduled for February/March 2008; to support the targeted recruitment and executive search for senior mission leadership positions at the D-1 level and above; to develop a standardized cost centre budgeting model; a business analyst to analyse and develop an integrated system and procedures in handling memorandums of understanding, contingent-owned equipment and claims processes, including verification reports on troops and contingent-owned equipment; to assist with the first full year of implementing a new policy and guidance approach; to develop various departmental and Secretariat-wide information technology initiatives, e.g., intranet website, the Enterprise Content Management and the Customer Relationship Management projects.

20. Provisions are also foreseen under general temporary assistance for a continued investigative capacity in the Office of Internal Oversight Services to handle investigations of sexual exploitation and abuse cases.

21. The increase in travel requirement is primarily attributable to the transfer of all travel costs of Headquarters staff to the peacekeeping missions to the support account. In addition, the increase in training-related travel is due to the increase in training activities foreseen for the Department of Peacekeeping Operations and the training related to the implementation of new information technology systems, e.g., Enterprise Budgeting Application, Enterprise Content Management and Customer Relationship Management and training related to continuing professional development.

22. Travel requirements for the Office of Internal Oversight Services are in relation to an operational review of military components in peacekeeping operations and travel costs in relation to the provision of change management consulting services to the Department of Peacekeeping Operations. It also provides for the travel of regional investigators based in Vienna and Nairobi to peacekeeping missions to carry out managerial responsibilities related to monitoring, inspection, and consultations. With regard to training-related travel, provisions are foreseen for staff participation in specialized courses, e.g., law of armed conflict, in-depth training course on evaluation, investigation techniques and advanced investigations and the participation of resident auditors in the annual conference in Brindisi.

23. The increase in consultancy requirements is primarily attributable to the Department of Peacekeeping Operations and the Department of Management, where provisions are made for technical expertise in developing, configuring and implementing three new information management systems, namely, the Customer Relationship Management, the Enterprise Content Management and the Enterprise Budgeting Application.

24. In addition, in the Department of Peacekeeping Operations, resources are foreseen for a study on the feasibility of regional integration in the areas of fuel, rations, airfield support, logistics support, warehousing, camp services and security services; to develop and maintain a Google Earth system; to undertake independent reviews of various aspects of air operations, including quality and safety, in the Logistics Support Division; to assist in efforts in developing capacity of Member States to generate trained personnel for deployment to peacekeeping missions and to assist in delivery training on HIV/AIDS; the development of international standards, procedures and guidelines for substantive areas such as air operations, legal/judicial reform issues, correction and rule of law; to assist with the preparation of the comprehensive report on the conditions of service in the field; to assist in the development of the assessment programme for senior management of the Department of Peacekeeping Operations and the peacekeeping missions.

25. Provisions are required by the Department of Management for the development of a web-based troop liabilities database and enhancement of the existing contingent-owned equipment liabilities database; to analyse the impact of the introduction of International Public Sector Accounting Standards on peacekeeping financial practices and procedures and financial statements; to assist with the design and development of information technology tool for monitoring human resources management in the missions; to undertake a review of the organizational structure of peacekeeping missions and to assist in the development

of additional generic job profiles specifically tailored to peacekeeping operational needs; to provide specialized technical expertise to develop and test a procedure for migrating records stored in Lotus Notes-based information systems into the organizational digital record-keeping/archiving system; expertise to develop management tools in the monitoring of human resources management in the peacekeeping missions.

26. Provisions for consultancy for the Office of Internal Oversight Services are foreseen in the areas of military expertise to assist in the multidimensional inspections of peacekeeping operations; expertise in organizational restructuring and development, change management and process improvement in order to provide objective and independent support to the reform process of the Department of Peacekeeping Operations; information technology forensic recovery skills and information technology audit specialists; expertise to provide training in information technology audits and controls and on report writing.

27. The additional requirements in facilities and infrastructure and communications is directly associated with the proposed new posts.

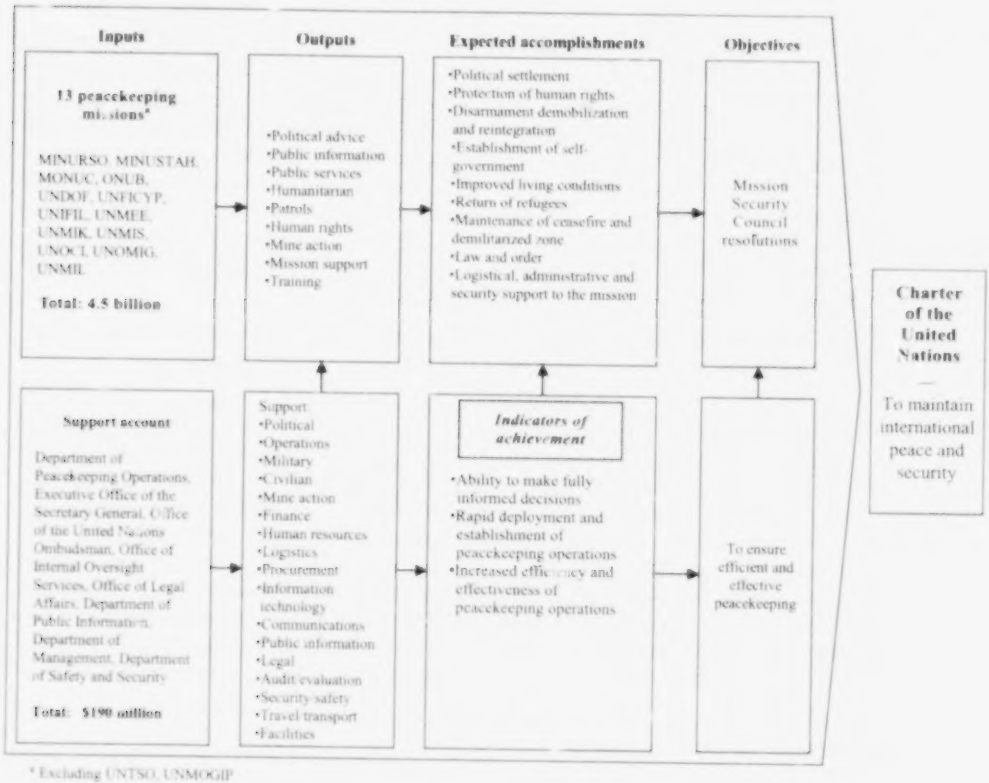
28. The increase in requirements in information technology relate to the development of an Enterprise Budgeting Application system in the Peacekeeping Financing Division and the development of the Customer Relationship Management for the Information Technology Services Division and the Enterprise Content Management for the Archives and Records Management Section in the Department of Management. It also provides for the purchase of information technology equipment associated with the proposed new posts. The Department of Peacekeeping Operations proposes resources for the maintenance and enhancements of the website of the Peacekeeping Best Practices Section, the development of the new information technology projects, namely, the Department of Peacekeeping Operations intranet and the Enterprise Content Management.

C. Results-based budgeting

Logical framework for peacekeeping

29. Results-based budgeting in the United Nations uses a logical framework that defines and links objectives, expected accomplishments, outputs, and inputs. The chart below summarizes the results-based budgeting frameworks for the support account and peacekeeping missions.

Figure I
Results-based budgeting logical framework for peacekeeping operations, 2006/07



* Excluding UNTSO, UNMOGIP

Objective

30. The objective of the support account is to ensure efficient and effective peacekeeping. This objective, aligned with the objectives of the peacekeeping missions as derived from the relevant Security Council resolutions, is linked to the related purpose of the United Nations of maintaining international peace and security (see Charter of the United Nations, Chap. I, Art. 1).

Expected accomplishments

31. Within this objective, the offices work towards one or more of the following three expected accomplishments:

- Expected accomplishment 1: Ability of the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

- Expected accomplishment 2: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates
- Expected accomplishment 3: Increased efficiency and effectiveness of peacekeeping operations

Indicators of achievement

32. Indicators of achievement demonstrate what progress is to be made towards each of the expected accomplishments in the financial period from 1 July 2006 to 30 June 2007, as detailed in the results-based budgeting frameworks for the individual offices (see sect. II below).

Outputs

33. Outputs represent the contributions of organizational units to the expected accomplishments in the 2006/07 financial period.

Inputs

34. Inputs represent the resource requirements that enable the organizational units to carry out activities that produce the planned outputs.

D. Budget parameters

Posts

35. The 2006-2007 standard salary costs for New York have been applied to all posts in United Nations Headquarters and the 2006-2007 standard salary costs for Vienna and Nairobi have been applied to the posts in the regional investigation hubs in Vienna and Nairobi respectively. For the posts proposed to support the African Union's peacekeeping capacity in Addis Ababa, the 2006-2007 standard salary costs for that duty station have been applied. A staff turnover factor of 5 per cent has been applied to all continuing Professional posts and 1.5 per cent to the General Service and related categories. For new posts, a delayed recruitment factor of 50 per cent and 35 per cent has been applied to Professional and General Service posts, respectively.

36. With regard to the resident auditor and resident investigator posts in the peacekeeping missions, the relevant mission-specific salary costs by category and grade level and turnover factors based on past performance have been applied.

37. In accordance with the proposal in the report of the Secretary-General of 27 October 2005 (A/60/450) on the liabilities and proposed funding for after-service health insurance benefits, 4 per cent of common staff costs have been included in the common staff cost.

38. The staff assessment has been reduced by approximately 20 per cent in accordance with the Secretary-General's proposal to address the imbalance in the Tax Equalization Fund.

39. Provisions for post resources are presented in the respective offices to facilitate the linkage to resources in the Department of Peacekeeping Operations and the Department of Management.

Non-post resources

40. Following the Office of Internal Oversight Services audit of the standard costs applied to Headquarters overheads (A/60/682), the Secretariat has reviewed the standard costs and to the extent possible given the time constraints, applied the revised rates in the formulation of the requirements under recurrent costs, e.g., office supplies and equipment, commercial communication costs (fax and telephone charges), service level agreements for information technology maintenance and non-recurrent costs such as provision for the purchase of furniture and office equipment including computers and the provision for alternations/improvement for newly proposed posts in the 2006/07 budget.

41. Provision for the maintenance of information technology equipment is now based on the Information Technology Services Division's updated standard service-level agreements A, B and C of $1,200, $800 and $550 per staff member, respectively.

42. A standard desktop computer is provided for all new posts, and pursuant to General Assembly resolution 59/296, section XXI, paragraph 6, the ratio of printers to desktop computers of 1:4 has been applied for all new staff as well as for the replacement of existing printers. Provision for the purchase of new desktop computers and laptops is based on the Communications and Information Technology Service's updated average costs of $1,050 and $1,600 per unit respectively, while a standard provision of $3,000 has been applied for network printers. The present budget continues the non-inclusion of provision for infrastructure costs relating to the Local Area Network (LAN) and the Optical Disk System (ODS) since the LAN-costs are already factored into the standard level agreements and the ODS is centrally provided.

43. For the provision for rental of premises the average cost of $10,600 per person per annum which was applied in the 2005/06 budget has been used, pending the finalization of an ongoing review and the reformulation of the standards for rental cost provisions. For the provision for office supplies, an updated rate of $500 per person (which includes provision for printer cartridges) has been applied. Commercial communication costs are budgeted at office-specific average rates between $700 and $2,400 per person, based on past expenditure trends and as recommended by the Office of Internal Oversight Services (A/60/682, para 67, recommendation 8). Updated standards by category and grade level for the provision for non-recurrent costs of purchase of furniture have been applied to all new posts. Rental of premises and alterations and improvements for the proposed new posts in Addis Ababa have been considered based on the standards of the Economic Commission for Africa, Addis Ababa. However, rental of premises has not been considered for the investigative hubs based in Vienna and Nairobi as rent-free accommodation has been provided. Provisions for facilities and infrastructure are also considered for general temporary assistance positions of 12 months' duration.

44. Requirements for office supplies, rental of office equipment, furniture, communication services, supplies and equipment, and information technology services, supplies and equipment for the Department of Peacekeeping Operations and the Department of Management are shown at the overall department level.

E. Information on rejustification and reclassification of posts

45. In paragraph 12 of its resolution 58/298, the General Assembly requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. In accordance with the General Assembly's decision, the number of posts rejustified for the 2005/06 period is shown in the human resource requirements table of each office. Rejustification of posts is included under the analysis of resource requirements. No posts are projected to be vacant for 12 months as at 30 June 2006.

46. In paragraph 19 of resolution 57/318, the General Assembly requested information on details of reclassifications upward and downward of posts, as well as the breakdown of appointments to posts reclassified upward, as between internal and external candidates for the past two years and annually thereafter to be included in the next support account report.

47. There were no reclassifications of posts in the 2005/06 period and no reclassifications are proposed for the 2006/07 period.

II. Results-based frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishment I		*Indicator of achievement*
Ability of the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to make fully informed decisions on issues regarding peacekeeping	1.1	Positive feedback on Department of Peacekeeping Operations' work expressed in the report of the Special Committee; endorsement by the Special Committee and the Fourth Committee of the Secretary-General's recommendations, in particular for reform in the 5 strategic priorities: people, doctrine, partnerships, resources, and organization

Outputs

- 45 briefings to the Security Council, General Assembly and legislative bodies
- 255 meetings/briefings to Member States, regional organizations, and Groups of Friends/contact groups
- 150 presentations on peacekeeping issues at conferences, seminars and other public forums
- 7 published articles/op-eds/letters to the editor
- 75 interviews with and briefings to the media
- Reports, including proposals and briefings, to Member States on the implementation of Peace Operations 2010

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	80 per cent of Special Representatives of the Secretary-General indicate that the quality and timeliness of Department of Peacekeeping Operations' support is "good" in a survey to be conducted prior to the 2007 Heads of Mission conference
	3.2	All peacekeeping missions prepare mandate implementation plans using the revised integrated mission planning process
	3.3	5,000 mission staff are active users of new Department of Peacekeeping Operations intranet website of policies and procedures

Outputs

- Organization of the 2007 Heads of Mission Conference
- Organization of the 2007 Heads of Public Information Conference
- Issuance to all peacekeeping operations of 5 new policies from the following areas: mission integration, disarmament, demobilization and reintegration, rule of law, security sector reform, civil affairs, gender, best practices, records management, training and HIV/AIDS
- Development of priority training curricula for the following priority courses to be delivered in missions: formed police unit command processes, local police reform and restructuring, civilian personnel recruitment in missions, administration of benefits and entitlements, and mission contract oversight for Communications and Information Technology Services
- Conduct of 6 courses, 8 regional seminars, delivery of 20 lectures at peacekeeping courses/seminars and participation in 1 major regional peacekeeping exercise organized by a Member State
- Conduct of recognition visits to 20 Member States and regional organization peacekeeping courses to recognize/monitor for standardization of content
- Funding of participation of 110 military, police and civilian participants from Member States, missions and United Nations Headquarters in courses whose content is officially recognized and endorsed by the Department of Peacekeeping Operations but run by Member States and regional organizations
- Provision of substantive subject matter expert advice and needs assessment visits to peacekeeping missions in the areas of disarmament, demobilization and reintegration, rule of law, civil affairs, gender, best practices, training and HIV/AIDS, as requested by missions
- Continued development and enhancement of a Department of Peacekeeping Operations Intranet/Portal structure as the primary means to centralize and deliver guidance materials to field missions
- Establishment of a knowledge management system for the collection and sharing of best practices related to peacekeeping, including reporting forms for field missions and Headquarters to identify lessons and good practices; a process of analysing and applying the relevant lessons and good practices to current and future operations; and a system (e.g. intranet and electronic networks) of widely sharing the reports among missions and Headquarters

- Promulgation of revised integrated mission planning process in all existing missions
- Development of a strategy paper for enhanced support to African Union capacity-building
- Draft cooperation frameworks with external partners, including international financial institutions and the European Union, to provide direct support to peacekeeping operations

External factors

Member States will provide the necessary political support and resources and peacekeeping partners will provide the necessary support required to implement mission mandates

(b) Human resource requirements

	Regular budget		*Temporary posts*							
			Support account				*Other*		***Total***	
Category	*2005/06*	*2006/07*	*2005/06*	*2006/07*	*Change*[a]	*Rejustified*[b]	*2005/06*	*2006/07*	*2005/06*	*2006/07*
Professional and above										
Under-Secretary-General	1	1	—	—	—	—	—	—	2	—
D-2	—	—	1	1	—	—	—	—	1	—
D-1	1	1	1	2	1	—	—	—	2	3
P-5	—	—	4	6	2	—	—	—	4	6
P-4	1	1	12	22	10	—	—	—	13	23
P-3	—	—	8	20	12	—	—	—	8	20
P-2	2	2	1	1	—	—	—	—	3	3
Subtotal	**5**	**5**	**27**	**52**	**25**	**—**	**—**	**—**	**32**	**57**
General Service										
Principal level	—	—	2	2	—	—	—	—	2	2
Other level	2	2	19	30	11	—	—	—	21	32
Subtotal	**2**	**2**	**21**	**32**	**11**	**—**	**—**	**—**	**23**	**34**
Total	**7**	**7**	**48**	**84**	**36**	**—**	**—**	**—**	**55**	**91**

[a] A total of 27 posts have been transferred from the Military Division (20 posts) and the Office of Mission Support (7 posts) to the new Integrated Training Service, of which 5 posts have been transferred to UNLB and 22 posts remain in the support account. An additional 14 new posts have been proposed for the Office of the Under-Secretary-General, thus resulting in the net increase of 36 posts.

[b] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004-05) (1)	Apportionment (2005-06) (2)	Cost estimates (2006-07) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	4 874.1	6 139.4	11 459.1	5 319.7	86.6
II. Non-post resources					
General temporary assistance	63.0	864.4	653.7	(210.7)	(24.4)
Consultants	109.5	99.0	230.8	131.8	133.1
Official travel	335.7	390.7	3 034.2	2 643.5	676.6
Other supplies, services and equipment	128.0	160.5	1 316.5	1 156.0	720.2
Subtotal, category II	**636.2**	**1 514.6**	**5 235.2**	**3 720.6**	**245.6**
Total, categories I-II	**5 510.3**	**7 654.0**	**16 694.3**	**9 040.3**	**118.1**

(d) Justification of new post(s)

Office of the Under-Secretary-General

1 Information Management Assistant (General Service (Other level))

48. The immediate Office of the Under-Secretary-General currently has four Information Management Assistant posts. The Information Management Assistants provide information to all senior managers, by distributing incoming mail (including highly confidential and time-sensitive material) within the Department, by maintaining the central filing system, and by retrieving material upon request. The four existing posts are in two groups: two Assistants focusing on the processing of incoming and outgoing mail, responding to requests and providing ad hoc assistance to Officers, and the other two Assistants focusing on the registry/filing/archiving requirements of the office.

49. All four Information Management Assistants are engaged in cross-training, not only for the purposes of appropriate coverage when colleagues are away from the office, but to maximize resources when one activity is more in demand than another. However, the volume of responsibilities and overall tasks has increased. The estimated volume of mail/correspondence/communications, both incoming and outgoing, handled by the Information Management Assistants in the Office of the Under-Secretary-General is currently about 35,000 per year, an increase from approximately 28,000 in 2004. This figure does not include code cables, which are also processed/distributed and filed by the office on a daily basis.

50. With the change in direction to electronic distribution and storage, the Information Management Assistants are required to scan documents into the Department's electronic correspondence log (Mail Administration and Registration System (MARS)). Furthermore, as the Department is now implementing a Subject Classification Scheme (SCS) for communications, the Information Management Assistants have the additional task of registering the documents, which requires a more careful reading of the document and understanding of the subject matter.

51. With the demands outlined above, it is crucial that the team of Information Management Assistants be supplemented by another General Service staff member, who would focus primarily on the functions of processing incoming and outgoing mail, responding to requests and providing ad hoc assistance to Officers, and be trained on all support functions that are required.

Change Management

Information Management Officer (1 P-4)

52. The functions of the Director of Change Management include information management for the Department of Peacekeeping Operations, including the responsibility to identify and prioritize the Department's information management needs, based on the Secretary-General's proposal (see A/55/977). The report also noted that the Communication and Information Technology Services would continue to be the centre of information technology technical experts. Thus, the Secretary-General's proposal envisaged that the Director of Change Management would be responsible for the development and coordination of the Department's information management strategy, with the Communication and Information Technology Services having responsibility for implementation. In this context, information management addresses the identification of information needs, the acquisition of information, the storage and recovery of information, and the dissemination and use of information. This is a management and direction function, rather than a technical information technology function.

53. No capacity was proposed for the Office of Change Management to execute the information management function. The Office of Internal Oversight Services audit of the Department of Peacekeeping Operations (see A/58/746) noted the importance of the role of the Chief Information Officer and recommended that the Department initiate the development of a comprehensive information strategy for the Department and field missions. The completion and approval of the information strategy is a priority for the Department. In order to continue the development and ultimately implement the strategy, it is proposed to establish the post of Information Management Officer at the P-4 level. The proposed functions of this post are not currently undertaken within the Department. The incumbent would be responsible, under the direction of the Department's Chief Information Officer (currently the Director of Change Management), for developing and implementing strategy and plans to meet the Department's information management needs. The strategy would include approaches to standardizing the flow of information within the Department to ensure the rapid distribution of operational and support information and approaches to both records management and archiving. The post would be established within the Office of Change Management to ensure that the Department's information management strategy supports changes envisaged for the Department's structures and its evolving needs for information to support operations such as the Situation Centre and joint analysis functions.

54. The functions of the post are significantly different from existing information technology posts within the Department. The new post will deal with management of information strategies, whereas existing posts in the Communication and Information Technology Services focus on technical requirements for implementation of the information strategy. The information management post within the Peacekeeping Best Practices Section is responsible for the technical

oversight of the Section's website, which includes access to the guidance project and the range of lessons learned activities undertaken by the Section.

Integrated Training Service (1 D-1, 1 P-5, 8 P-4, 7 P-3, 8 General Service (Other level))

55. The General Assembly in paragraph 2 of its resolution 59/299 endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions in paragraph 17 of its report (A/59/736/Add.2) requesting that a comprehensive review of a Department-wide training strategy be undertaken and its results reported to the Assembly at its sixtieth session. The recommendation further states that the report should specifically indicate the role of the proposed training cell to be located at the United Nations Logistics Base in Brindisi, in the overall training strategy and to provide concrete workload statistics to justify the number of posts required. In response to this recommendation for a Department-wide training policy and strategy, the Department has evaluated its current training capacity within the Civilian Training Section/Personnel Management and Support Service and the Training and Evaluation Service in the Military Division and has established the Integrated Training Service by consolidating these two entities. The Integrated Training Service will report to the Director of Change Management pending the completion of the ongoing departmental reform, as the Director of Change Management has been given the overall responsibility of developing the programme-wide Department of Peacekeeping Operations Training Policy and Strategy. The Training Policy and Strategy that has been approved by the senior management of the Department will form the basis of formulation for training programmes in the Department of Peacekeeping Operations and the peacekeeping missions.

56. With the establishment of an Integrated Training Service that includes the training cell in the United Nations Logistics Base, the Department will implement the overall training strategy for headquarters and the peacekeeping operations in a comprehensive and coordinated manner. Moreover, the establishment of the Integrated Training Service will respond to the legislative direction of the Special Committee on Peacekeeping Operations, to increase efficiency and effectiveness in the governance, evaluation and reporting of the substantive and technical programmes of training within the Department of Peacekeeping Operations. The proposed integrated training approach will comprise 35 posts at headquarters and in Brindisi, of which 27 posts (2 P-5, 10 P-4, 9 P-3, 6 General Service (Other level)) will be transferred from the Civilian Training Section and the Training and Evaluation Service and establishment of 8 new posts, including a Chief of Service at the D-1 level. The proposed resources will be allocated as 25 posts in headquarters (1 D-1, 1 P-5, 8 P-4, 7 P-3, 8 General Service (Other level)) for the Integrated Training Service and 10 posts (1 P-5, 3 P-4, 4 P-3 and 2 General Service (Other level)) in the training delivery cell in the United Nations Logistics Base in Brindisi. The resources for the delivery cell are presented and justified in the 2006/07 budget for the United Nations Logistics Base at Brindisi (see A/60/711).

57. The current staffing capacity is inadequate to meet the new responsibilities to effectively implement the training policy and strategy as designed and therefore it is proposed to strengthen the training function with the establishment of 1 D-1, Chief of Service, and 2 support staff at the General Service (Other level) level.

58. The establishment of the D-1 Chief of Service post will provide the Service with senior leadership, direction and guidance for implementation of the Peacekeeping Training Policy and Strategy in recognition of the importance of this function and to achieve the changes outlined in the strategy. The roles and responsibilities of the Chief of Service relate to the governance, evaluation and reporting of training and will also provide the leadership and management of a Service of 35 staff. It is also proposed to establish two additional support staff at the General Service level (Other level) to support the new Chief of Service and the newly created Programme Management Section, which comprises three Professional staff to carry out a number of new responsibilities.

59. The organizational structure of the Integrated Training Service will be as follows:

(a) Chief of Service/Programme Management and Evaluation Section (1 D-1, 1 P-4, 2 P-3). The functional responsibilities will be to provide the leadership and guidance on the implementation of the training policy and strategy and other training-related issues, monitoring of all aspects of training outputs to ensure that training proposed and delivered is in accordance with the established standards and the approved training strategy, supervise the continuum of Senior Mission Leadership training delivery, governance responsibilities in internal committees and boards, monitoring the implementation and reporting of level 3 evaluation training in missions and to support the development of methodologies for implementation and reporting thereof, liaising with other United Nations agencies and international peacekeeping training bodies to optimize training delivered by the Department of Peacekeeping Operations and to provide input to other authorities the specific Department of Peacekeeping Operations-related training required by these agencies. It also supervises the programme delivery of training for new missions, design level 3 evaluation for adoption by Mission Training Cells/Integrated Mission Training Centres guide and assist those cells and centres in the conduct of level 3 evaluations and gather and analyse evaluation reports from the cells and centres.

(b) Training Development Section (1 P-5, 3 P-4, 1 P-3). The Section will be responsible for the development of training policies and strategies, conduct training needs analysis, design and develop curriculum and syllabus, conduct Senior Management reference group seminars and development workshops for mission Joint Mission Analysis Cell training, development of a Senior Management e-learning course, the delivery of standardized training material comprising SGTM1, STM2 and STM3 to Member States, European Commission and peacekeeping missions and conduct regional implementation seminars for STM2 and STM3 as well as the maintenance and updating of 16 training modules of SGTM1, 12 modules of STM2 and 26 modules of STM3.

(c) Training Recognition Section (2 P-4, 2 P-3). The Section will be responsible for the identification of elements and scope of assistance for Member States to gain recognition of courses and develop associated procedures and documentation, to specify standard courses and standard training modules, collect information on Member States' peacekeeping training and similar activities, issue and maintain an updated list of recognized training courses based on national submissions, liaise with national and regional peacekeeping training centres through permanent missions on peacekeeping training best practices, including United Nations STM and evaluation of training, coordinate and sponsor officers from

Emerging Contributing Countries to attend United Nations standardized peacekeeping training courses delivered by existing contributing countries.

(d) Mission Support Section (1 P-4, 1 P-3). This Section is responsible for coordinating, planning and conducting predeployment training activities to support all new peacekeeping missions (courses for headquarters staff, United Nations military observers and contingents), support the establishment of new mission training cells and integrated mission training centres, providing training support and guidelines to the cells and centres through existing channels of communication, conduct mission training cells/integrated mission training centres courses annually, conducting training visits in support of cells and centres, as well as standardization of the mission induction training guidelines for military, police and civilians in order to harmonize induction training in all field missions.

(e) Client Services Section (1 P-4, 1 P-3). This Section is responsible for printing of new publications, including the preparation of printing specifications and the estimation of printing costs and allocation of resources, editing of publications and preparation of distribution plans, liaising with the Procurement Service on the procurement processes and the stocking and distribution of publications. It is also responsible for reprinting of existing publications including maintenance of stock availability, stocking, inventory and distribution and the translation of existing publications.

(f) Training Delivery Section (1 P-5, 3 P-4, 4 P-3, 2 General Service). This will be based in Brindisi. The responsibilities of this Section are presented in paragraph 10 of the budget for the United Nations Logistics Base for the period from 1 July 2006 to 30 June 2007 (see A/60/711).

Peacekeeping Best Practices Section

60. The scope and mandates of peacekeeping operations have broadened in the past few years, leading to a larger number of more complex and multidimensional operations. Simultaneously, the implementation of integrated missions has increased the range of activities undertaken in peace operations. As part of an ongoing effort to adequately support the mandates, contributions and supporting activities of current and future multidimensional peacekeeping operations, the Peacekeeping Best Practices Section is proposing a strengthened capacity from the peacekeeping support account.

61. The additional resources will enable the Peacekeeping Best Practices Section to build a core of professionals in two key areas: firstly, guidance, and secondly, thematic areas to capture lessons learned and best practices, provide comprehensive guidance and support to operations in the field, and assist with the formulation of policy directives at headquarters in their respective areas of expertise. These thematic areas include HIV/AIDS, gender, rule of law and disarmament, demobilization and reintegration, all of which have significant components in many of the largest and most complex operations such as UNMIS, UNMIL, MONUC and MINUSTAH.

62. Although the Peacekeeping Best Practices Section does have some capacity at the present time to advise on substantive areas, it is far from comprehensive. For example, due to a lack of capacity, only two of the six missions with active disarmament, demobilization and reintegration programmes are currently

backstopped at Headquarters as the Peacekeeping Best Practices Section is unable to provide support to the other four missions with disarmament, demobilization and reintegration programmes. Additional resources would ensure a longer-term commitment on the part of the Department of Peacekeeping Operations to professionalize and streamline the support given to the field on core thematic areas, as opposed to a more temporary solution which does not facilitate the institutionalization of best practices in these areas.

63. In addition to reinforcing its thematic areas, the Peacekeeping Best Practices Section is also seeking to strengthen its capacity to support the creation of peacekeeping policy and procedure through its guidance and knowledge management projects. As a major reform goal for United Nations peace operations 2010, and in response to numerous requests from Member States and oversight bodies, the Department of Peacekeeping Operations is working on strengthening policies and procedures for United Nations peacekeeping operations. Within the Department, the Peacekeeping Best Practices Section has been assigned the lead role in developing and coordinating this approach to policy and guidance. The Peacekeeping Best Practices Section guidance project seeks to establish a unified, department-wide system of doctrine, guidance and operational policy to help strengthen United Nations peacekeeping operations, as well as a mechanism to assist in the ongoing management, distribution and provision of easy access to such materials. Knowledge management and the guidance project are the core functions of the Peacekeeping Best Practices Section — the identification of lessons and good practices and the development of guidance materials based on practice experience and proven concepts in United Nations peacekeeping — thereby reducing the need for field missions to "reinvent the wheel". It also supports wider reform and accountability efforts within the United Nations by providing a transparent framework for policy development and continuous improvement in United Nations peacekeeping.

64. The recent report of the Office of Internal Oversight Services on the comprehensive management audit of the Department of Peacekeeping Operations (A/60/717) has called on the Peacekeeping Best Practices Section to centre its core work on the production and dissemination of guidance and best practices. The Office of Internal Oversight Services stated that "more effort was required to identify actual best practices and practices emerging from both positive and negative lessons learned in order to help field staff who had expressed the desire and need for dissemination of best practices in the field missions." However, at the present time only two Professional staff have been dedicated to the guidance project. As this is one of the core priorities for the department, it is imperative that the Peacekeeping Best Practices Section acquire longer-term resources in order to complete development and implement the guidance project.

65. Although the Peacekeeping Best Practices Section has been able to access ad hoc voluntary funding to support its core work, this funding is often short-term and unreliable. The Office of Internal Oversight Services management audit also pointed out that resources should be made available from the support account for the Section to carry out its work. The additional resources funded from the support account would give the Peacekeeping Best Practices Section a greater ability to focus on its core tasks without having to actively pursue and depend on voluntary contributions.

66. Finally, the Peacekeeping Best Practices Section is also seeking additional administrative support resources from the support account. At present, the Peacekeeping Best Practices Section has only four administrative support staff. These include one administrative staff to primarily support the Chief of the Section, one Research Assistant (regular budget post), one administrative staff assigned to the Criminal Law and Judicial Advisory Unit and one administrative staff to provide assistance to the remaining officers of the Section.

Disarmament, Demobilization and Reintegration Unit (1 P-5, 2 P-3, 1 General Service (Other level))

67. A Chief of Unit (P-5) and two Disarmament, Demobilization and Reintegration Officer posts (P-3) are requested in order to sufficiently backstop and manage disarmament, demobilization and reintegration operations in the field. As the report of the Office of Internal Oversight Services on the comprehensive management audit of the Department of Peacekeeping Operations (A/60/717), states a mechanism needs to be put in place for monitoring the implementation of disarmament, demobilization and reintegration activities in missions, since the Department of Peacekeeping Operations currently does not have such a capacity. At present, the existing Disarmament, Demobilization and Reintegration Adviser (P-4) is able only to monitor and provide support to two field-based programmes out of six (MINUSTAH and UNMIS). Moreover, there is currently no spare capacity to provide disarmament, demobilization and reintegration planning assistance for other missions, such as the United Nations mission envisaged for Darfur. The strengthening of the Disarmament, Demobilization and Reintegration Unit would allow the Department of Peacekeeping Operations to provide support to all six missions, which have been mandated to carry out disarmament, demobilization and reintegration operations (MINUSTAH, UNMIS, UNMIL, ONUB, MONUC and UNOCI). The two proposed officers and the existing P-4 would each manage two of the six peacekeeping missions with a disarmament, demobilization and reintegration component to ensure proper backstopping and support at headquarters of the integrated Disarmament, Demobilization and Reintegration Sections in the field.

68. In addition, the Integrated Disarmament, Demobilization and Reintegration Standards, which provide a comprehensive set of policies, guidelines and standard operating procedures for all aspects of disarmament, demobilization and reintegration and have been formulated by 15 United Nations agencies, funds and programmes as part of an integrated United Nations approach to disarmament, demobilization and reintegration will be launched later this year. The two Disarmament, Demobilization and Reintegration Officers would support further policy development, the foundation and implementation of an integrated training strategy, and the establishment of integrated disarmament, demobilization and reintegration Units in missions as well as of an integrated Disarmament, Demobilization and Reintegration Service at Headquarters.

69. Core activities for the Disarmament, Demobilization and Reintegration Unit would include:

(a) Policy development. The Disarmament, Demobilization and Reintegration Policy Adviser chairs the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration which was mandated by the Executive Committee on Peace and Security to "carry on the work on improving the

Organization's performance in the area of disarmament, demobilization and reintegration". Fifteen United Nations agencies, funds and programmes are represented in the Working Group. Work in that sector will include: building institutional partnerships; discussions on the establishment of an integrated disarmament, demobilization and reintegration service; chairing the Inter-Agency Working Group on disarmament, demobilization and reintegration; preparation of UNDP/Department of Peacekeeping Operations joint programme documents and operational plans; formalization of cooperation with the World Bank; finalization of the first version of Integrated Disarmament, Demobilization and Reintegration Standards, which represent a United Nations-wide policy and concepts for planning and implementing disarmament, demobilization and reintegration operations in a peacekeeping context; roll-out of Integrated Disarmament, Demobilization and Reintegration Standards to headquarters and peacekeeping missions through a series of training programmes and workshops in the missions and in headquarters targeting both senior personnel and technical level staff; research and development into new policy areas; and maintenance and updating of the web-based United Nations Disarmament, Demobilization and Reintegration Resource Centre.

(b) Mission review and best practices. The aim of this activity is to provide the Department with an internal evaluation capacity for ongoing disarmament, demobilization and reintegration operations in peacekeeping missions. The evaluations would be undertaken to ensure that disarmament, demobilization and reintegration operations are implemented in a manner consistent with the Integrated Disarmament, Demobilization and Reintegration Standards, stated goals, objectives, and department policy, to identify gaps in the implementation process, and to make recommendations to improve implementation. The evaluations also fulfil a related goal of capturing best practices identified that can be used to fine-tune the Integrated Disarmament, Demobilization and Reintegration Standards. Evaluations and best practices identified will be shared with all missions with a disarmament, demobilization and reintegration component. Mission reviews would involve the monitoring of disarmament, demobilization and reintegration programmes undertaken by peacekeeping operations, providing policy and strategic guidance to missions and documenting lessons learned for incorporation into future policy.

(c) Planning. The aim of this activity is to provide the department with a disarmament, demobilization and reintegration planning capacity for future operations as well as start-up missions. It would involve leveraging the Department of Peacekeeping Operations improved partnership with other United Nations agencies, funds and programmes as well as the World Bank to maintain a watching brief on possible new peacekeeping missions that may have a disarmament, demobilization and reintegration component. Strengthening of the disarmament, demobilization and reintegration team will allow the Department to have Disarmament, Demobilization and Reintegration considerations integrated at the earliest possible opportunity (including inputs into peace agreements). The main planning effort of the policy adviser at the start-up phase includes participation in the planning groups, inter-agency task forces, assessment missions, as well as to assist the new mission to develop an integrated disarmament, demobilization and reintegration plan, budget and staffing table.

(d) Communication and Information Strategy. The focus of the communication and information strategy is to provide accurate and timely reports to the relevant legislative bodies, promote effective two-way communication with

disarmament, demobilization and reintegration partners (within the Department of Peacekeeping Operations and the Secretariat, peacekeeping missions, specialized United Nations agencies, Bretton Woods institutions, academic institutions, and donors), so as to facilitate effective and efficient planning and conduct of disarmament, demobilization and reintegration operations; and to share the Standards with other regional organizations (in particular the European Union and the African Union) that may play a role in disarmament, demobilization and reintegration in the near future.

70. Specifically, the P-3 Disarmament, Demobilization and Reintegration Officers would be responsible for both programme support and policy development, including the following key tasks: in close liaison with the Office of Operations and under the supervision of the Disarmament, Demobilization and Reintegration Chief and Policy Adviser, provide substantive guidance on disarmament, demobilization and reintegration-related matters to missions; providing a first line of support to the Chiefs of the Disarmament, Demobilization and Reintegration Units in the field ranging from programme development, technical clearance and staffing issues, budget development support, resource mobilization and logistics support issues; drafting and/or reviewing relevant documents and reports and reviewing other literature on disarmament, demobilization and reintegration or relevant missions prepared by partners and/or external bodies (non-governmental organizations, Member States, national commissions, etc.); planning (pre-mission to technical assessments), including participation in mission planning meetings and interdepartmental task forces; capturing and disseminating lessons learned and best practices from the missions they are following; providing support to the Chief of Disarmament, Demobilization and Reintegration on policy development aspects of disarmament, demobilization and reintegration and assisting with the preparation of the second version of the Integrated Disarmament, Demobilization and Reintegration Standards in coordination with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; participating in the Working Group and other policy development forums and training workshops as required as well as providing support to the United Nations Disarmament, Demobilization and Reintegration Resource Centre, including drafting and updating mission-specific information.

71. The P-5 Chief of Disarmament, Demobilization and Reintegration Unit will be responsible for the following duties: manage the Disarmament, Demobilization and Reintegration Unit, including the management of the substantive disarmament, demobilization and reintegration issues, including disarmament, demobilization and reintegration policy development; direct analysis and emerging policy and doctrinal questions relating to disarmament, demobilization and reintegration; supervise the establishment of an integrated training strategy on disarmament, demobilization and reintegration in conjunction with the Inter-Agency Working Group; raise and manage voluntary contributions from Member States or other sources; build partnerships with international financial institutions and all United Nations agencies, funds and programmes having an input to disarmament, demobilization and reintegration processes being conducted in a peacekeeping environment and establish an outreach network with civil society organizations and intergovernmental organizations active in the area of disarmament, demobilization and reintegration; serve as the key interlocutor with Member States and regional organizations; provide strategic guidance and advice to the Under-Secretary-General

on the Department's disarmament, demobilization and reintegration policy at Headquarters and in the field in relation to Member States, peacekeeping missions and other international organizations; chair the United Nations Inter-Agency Working Group on Disarmament, Demobilization And Reintegration; participate in interdepartmental meetings and liaise and negotiate on the administrative, financial, logistical and security aspects of disarmament, demobilization and reintegration operations; and oversee the provision of operational planning advice and the monitoring of disarmament, demobilization and reintegration operations in all peacekeeping missions with a disarmament, demobilization and reintegration component.

72. In addition, one support staff at the General Service level (Other level) is required to support the work of the Disarmament, Demobilization and Reintegration Unit. The incumbent would be required to provide administrative support to the Unit on all aspects of its work, including organizing meetings and videoconferences of the Inter-Agency Working Group on disarmament, demobilization and reintegration, developing and organizing the system for collecting and disseminating disarmament, demobilization and reintegration materials and conducting research on matters where disarmament, demobilization and reintegration expertise is not required.

Gender Officer (1 P-3)

73. The Gender Adviser at the Department of Peacekeeping Operations, Headquarters, provides policy guidance and support to different offices at Headquarters and gender units in peacekeeping missions, and works to support the implementation of Security Council resolution 1325 (2000) on women, peace and security. Specifically, with regard to the work of peacekeeping missions, resolution 1325 (2000) calls for: the inclusion of gender perspectives in peace negotiations, electoral, constitutional and judicial systems; the inclusion of gender components in all field operations; provision of training guidelines to Member States on the protection of women and on incorporating gender perspectives in field operations; measures to protect women from gender-based violence; the inclusion of gender issues in reports of the Secretary-General to the Security Council; and the appointment of more women personnel in field operations.

74. While the Gender Adviser strives to make progress on many of the levels outlined above, the work inputs required to ensure effective implementation of the mandate fall beyond the capacity of a single individual. Thus, a Gender Affairs Officer (P-3) post is requested to support the Gender Adviser and to strengthen the technical capacity available within the Department to support the work of gender mainstreaming.

75. As gender mainstreaming in peacekeeping is an evolving field of practice, it requires investments in the areas of capacity development, training, advocacy and monitoring to ensure that it becomes a standardized aspect of peacekeeping work. That process is not a short-term undertaking and thus requires a strong capacity in the Department of Peacekeeping Operations to implement the mandate. Building on the provisions of resolution 1325 (2000), the 2003 report of the Secretary-General on gender mainstreaming in peacekeeping operations (A/57/731) identified two levels of intervention required to do this work: (a) mainstreaming a gender perspective within all functional areas of a peacekeeping mission; and (b) supporting the participation of women in all efforts undertaken by the

peacekeeping mission to promote peace and security. The report situated the responsibility for gender mainstreaming in peacekeeping firmly within the scope of work of the Department of Peacekeeping Operations, while emphasizing the importance of partnerships with other parts of the Secretariat and with operational agencies to facilitate implementation of resolution 1325 (2000). The report further outlined the functions of a dedicated gender advisory capacity within the Department of Peacekeeping Operations.

76. In working to translate the provisions of resolution 1325 (2000) and the functions of the gender advisory unit as outlined in the Secretary-General's report, the Gender Adviser at Headquarters oversees the development of policy to guide gender mainstreaming in the peacekeeping missions, working in conjunction with various Headquarters sections (Military and Police Divisions, Office of Operations, Office of Mission Support, Guidance, Knowledge Management and Best Practices, Mine Action Service). The Gender Adviser also provides backstopping support to gender units in peacekeeping missions and also coordinates documentation of good practices, lessons learned and evaluations. Moreover, the Gender Adviser undertakes resource mobilization to support the work of gender mainstreaming and coordinates all the reporting requirements on gender and peacekeeping to Member States as well as coordinating incorporation of gender inputs into broader reporting requirements of the United Nations.

Coordination Officer (Civil Affairs) (1 P-3)

77. Civil affairs is one of the largest substantive civilian components in missions, with some 400 officers in nearly all of the peacekeeping missions. However, there is currently no direct backstopping function for the civil affairs component in the Department of Peacekeeping Operations at Headquarters. While the Office of Operations provides broad support to missions, its daily focus is on the work of the political affairs components, and therefore there is less focused or specialized support given to the extensive work performed by civil affairs. The creation of a dedicated post in the Peacekeeping Best Practices Section, performing a role similar to that carried out by other small policy advisory units at Headquarters in areas such as disarmament, demobilization and reintegration, would greatly assist in providing necessary strategic support to civil affairs components.

78. Several activities recently undertaken by the Peacekeeping Best Practices Section have pointed to a number of needs in this area. A workshop on civil affairs was organized in December 2005 with the involvement of 23 senior civil affairs staff from 13 missions, as well as Headquarters staff. The workshop looked at questions related to the core functions of civil affairs, as well as partnerships in the field, guidance and training needs, and opportunities for knowledge-sharing between civil affairs components in missions. In addition, a "Community of Practice" or online network to connect civil affairs officers was established by the Peacekeeping Best Practices Section in November 2005, and has a current membership of about 200. The network enables civil affairs officers to exchange experiences and ideas relevant to their work, and to request information and advice from peers in different missions. At the workshop and through the network the following concerns emerged. Although a wide variety of valuable activities are being carried out by civil affairs components in missions, there is often insufficient strategic direction for these components, confusion over roles with other partners operating in mission environments, and difficulty in recruiting staff with the right skills or experience to

these positions within missions. It has also meant that a coherent body of guidance materials and good practice has not been developed in this area of work.

79. Both the workshop and the network have shown that civil affairs personnel strongly agree that the creation of a backstopping function for civil affairs at Headquarters would have a significant and positive impact on their work. The key ongoing tasks that have been identified by the Peacekeeping Best Practices Section as necessary in this area of work include: supporting the policy/guidance development and planning processes related to civil affairs; facilitating the emergence of best practice in the civil affairs area of work; improving procedures for the recruitment of suitably skilled professionals for civil affairs posts.

80. While the Peacekeeping Best Practices Section has taken preliminary steps in identifying these needs, there is currently no capacity within the Peacekeeping Best Practices Section to perform the scope of tasks identified above. In view of the fact that civil affairs is a major functional area within peacekeeping, a dedicated post is necessary in order to perform the functions described. It should be situated within the Peacekeeping Best Practices Section alongside units that perform a similar function for other substantive areas such as disarmament, demobilization and reintegration, rule of law, gender and HIV.

Information Officer (Information Management) (1 P-3)

81. The Peacekeeping Best Practices Section has embarked on several information management projects over the past few years to deliver key departmental information to missions. Those projects seek to support and further the goals of knowledge management, provide the vehicle for the dissemination of doctrine and guidance, and support the Department of Peacekeeping Operations in developing more reliable, accessible, and transparent data sources for field and Headquarters activities.

82. The Peacekeeping Best Practices Section information management projects undertaken to date include the development of an Intranet website for dissemination of tools and guidance materials to mission personnel; Lotus discussion groups to support thematic "Communities of Practice"; and an external website for the dissemination of peacekeeping information to the public.

83. The P-3 information management position would carry out the many projects within the Section that require an alignment of section interests with technology initiatives. The Information Officer position requires a knowledge of, and facility with, the Section's core substantive business and technical systems which are specific to supporting it. The position would provide regular support to the Peacekeeping Best Practices Section in translating Headquarters organizational goals into project blueprints in order to then engage with the Communication and Information Technology Services in the system requirements and technological process. The Communication and Information Technology Services, with its focus on supporting field missions and developing infrastructure projects, would then provide technology development services to the Best Practices Section following the delivery of a project blueprint. The information officer will also assist the Peacekeeping Best Practices Section in conceptualizing the linkages between field practices and the development and promulgation of guidance.

84. By synchronizing effective information management practices in the Department of Peacekeeping Operations with efforts to strengthen policy/doctrine development and more systematic and decentralized lesson/practice collection, the Department of Peacekeeping Operations will be moving towards real institutional learning systems for peacekeeping. The systems are essential to more effective identification and transfer of lessons and best practice experience among missions and towards the development of more authoritative guidance from Headquarters based on lessons learned in the field.

Policy Coordinator (Guidance) (1 P-4)

85. A Policy Coordinator (P-4) is required to lead the policy and guidance support team in the Department of Peacekeeping Operations, and to support senior management oversight of policy activity within the Department of Peacekeeping Operations and with other partners. The Coordinator is responsible to mobilize and manage resources for the team, provide coordination and direction-setting for team activity, and to engage in substantive policy and guidance development activities. The Coordinator will be Secretary to the Expanded Senior Management Team, the primary policy priority-setting and approval body within the Department of Peacekeeping Operations. The Coordinator will also work with substantive areas of the Department of Peacekeeping Operations to identify and deliver on priority guidance requirements, as well as with other United Nations partners to develop joint policy initiatives between the Department of Peacekeeping Operations and the Office of the United Nations High Commissioner for Human Rights, the Office for the Coordination of Humanitarian Affairs, the Department of Political Affairs and the Bureau for Crisis Prevention and Recovery/United Nations Development Programme, and to coordinate external inputs, including from Member States, into a high level "capstone doctrine" document.

Administrative Assistant (1 General Service (Other level))

86. An administrative assistant is proposed to support the substantive staff of the guidance project and the Gender Unit. It is proposed that the support staff assist with general administration such as: monitoring processes and schedules related to the unit's outputs, products and tasks; performing data entry and extraction functions; monitoring, preparing and distributing various materials and reports, using electronic formats; handle arrangements for printing and translation as necessary; performing general administrative tasks to include preparing and/or processing administrative requests/documents; and maintaining files and databases for the guidance project.

87. The support staff will support the Gender Unit in providing assistance in the administration of a gender funding facility in support of gender mainstreaming activities in peacekeeping missions. In addition, it is envisaged that the support staff will also provide support to the Department of Peacekeeping Operations Expanded Senior Management Team, as the primary governance forum for the Department of Peacekeeping Operations, ensuring that agendas and background documents are collated and prepared for distribution.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$11 459.1	$5 319.7	86.6%

88. The estimate of $11,459,100 provides for salaries, common staff costs and staff assessment for a total of 84 posts including 70 continuing posts and the proposed net increase of 14 new posts. The variance is due to the costs of the new posts and to an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$653.7	($210.7)	(24.4%)

89. The amount of $653,700 is requested for the replacement of staff on maternity and sick leave in the Department ($126,500), equivalent to 6 months at the P-3 level and six months of General Service (Other level), and provisions for four requirements in the Peacekeeping Best Practices Section ($527,200).

90. A project to develop lessons learned and best practices from the use of legal actors in executive functions in peacekeeping operations for which six months of P-4 level assistance is required ($98,900). The project will involve substantial time and travel to gather data in locations where international civil servants have served as judges, prosecutors, lawyers within a host country (e.g., to Kosovo, Timor-Leste, Sierra Leone). The project will also involve convening a workshop away from United Nations Headquarters with past and present staff who have worked in executive functions in the administration of justice in post-conflict settings. With executive peacekeeping operations downsizing, much of the data may quickly be lost or forgotten and because of the limited availability of in-house resources — only two Judicial Officers in the Criminal Law and Judicial Advisory Unit — who cannot be relieved of their regular duties, general temporary assistance is required.

91. General temporary assistance, 12 months at the P-3 level ($160,600), is also requested by the Peacekeeping Best Practices Section to assist with the first full year of implementing a new policy and guidance approach in the Department of Peacekeeping Operations. In this year, more intensive engagement with partners and with the Department of Peacekeeping Operations line offices will be important. The officer will be fully engaged with the Peacekeeping Best Practices Section policy officer in developing the systems for a Department of Peacekeeping Operations guidance system (organizing framework, policy cycle support to the department) and producing specific operational policy and guidance materials within the department (e.g., policing, mission management, etc.) or through policy partnerships with Member States, United Nations agencies and offices, as well as liasing with training partners to ensure that training and policy material are linked. In future, the general temporary assistance requirement will diminish as staff are reallocated from other areas of the department to support policy and guidelines and Standard Operating Procedure development in their areas of technical specialization.

92. The Department of Peacekeeping Operations is scheduled to launch a departmental Intranet website by spring 2006. The next stage is that the Department will further develop this Intranet into a portal that is part of a Secretariat-wide portal. In order to create a portal that is effective and user-friendly, the

Peacekeeping Best Practices Section requires the expertise of a graphic designer (P-3 level, $107,100) for a period of 8 months. This function is required only temporarily during the development phase of the portal. The graphic designer, under the guidance of the project manager for the portal, will provide design options for the portal and closely coordinate with the Communications and Information Technology Services to ensure that the selected design is implemented efficiently and effectively. Graphic design is a highly specialized skill that no officer in Peacekeeping Best Practices Section has.

93. The Department will be implementing an Enterprise Content Management system in the coming year. In order to move towards that system, the Department must prepare for the transition from the current system, where documents are stored on individual computers, shared drives, and non-standardized Lotus databases. In order to most efficiently implement Enterprise Content Management technology, work is required to analyse the needs of offices which intend to use the Enterprise Content Management system, create a project blueprint for the implementation, and manage the transition to the new system. That task requires analytic skills and a facility with business process mapping, and also requires the ability to work alongside the Communications and Information Technology Service on the implementation of that system. Owing to the labour intensive nature of the project, 12 months of general temporary assistance at the P-3 level ($160,600) is requested in order to dedicate one person to the task.

94. The lower requirements for general temporary assistance in the Office of the Under-Secretary-General are attributable to the resources approved for the Personnel Conduct Unit in 2005/06 which are being proposed as posts under the Office of Mission Support in this budget.

	Cost estimates	*Variance*	
Consultants	$230.8	$131.8	133.1%

95. The consultancy requirements for the period 2006/07 are set as follows:

Expertise	*Person-months*	*Amount (US dollars)*	*Output reference*
Doctrine development (Peacekeeping Best Practices Section)	3	34 500	Continued development and enhancement of a Department of Peacekeeping Operations Intranet/portal structure as the primary means to centralize and deliver guidance materials to field missions
Internal Communication (Change Management)	4	48 000	Continued development and enhancement of a Department of Peacekeeping Operations Intranet/portal structure as the primary means to centralize and deliver guidance materials to field missions
Training (Integrated Training Service)	—	148 300	—
Total		**230 800**	

96. The Peacekeeping Best Practices Section requires $34,500 for a three-month senior consultancy to support the development of an essential "capstone" level doctrine document. This top level doctrine document will provide overall guidance to United Nations peace operations to help guide the preparation of troop- and police-contributing countries' personnel and United Nations staff in peace operations, as well as set out the highest-level guidance to inform the development of departmental level policy and procedure. It is essential that this consultant be a senior figure with United Nations field service experience as a senior manager in peace operations. The incumbent must also have a strong grounding in modern concepts of multidimensional peacekeeping. The consultant will be required to produce draft materials for this document and be involved in workshops with senior internal and external interlocutors to help solicit input and feedback.

97. One consultant is required for 4 months ($48,000) in the Change Management Section to develop and implement the internal communications plan to outline the reform of Department of Peacekeeping Operations (Peace Operations 2010) to staff in Headquarters and field missions and to other departments, agencies, funds and programmes that implement peace operations. The consultant would be required to develop and deliver briefings on the reform package, prepare materials for posting on the Department's websites, develop material for public and media release, and prepare and implement surveys to staff to gather their views on the implementation of reform. The consultant will analyse the information gathered from surveys and use it to further refine implementation of reform.

98. A provision of $148,300 is requested by the Integrated Training Service for training-related consultancy services. Some of these funds will be required to hire external consultants to function as facilitators at workshops and as resource-persons on certain specialized issues such as correction, rule of law, legal/judicial topics and disarmament, demobilization and reintegration. A provision of $90,000 is requested to hire a consultant to develop an E-learning Standard Training Module (E-STM) for cost-efficient training of mission personnel.

99. The increase is due to the consolidation of all training-related consultancies of all the training activities of the Department of Peacekeeping Operations under the Integrated Training Service.

	Cost estimates	*Variance*	
Official travel	$3 034.2	$2 643.5	676.6%

100. The travel requirements for the 2006/07 period are as follows:

Type of travel	*Amount (US dollars)*	*Output reference*
Political consultation/coordination (Front Office)	45 000	255 meetings/briefings to Member States, regional organizations, and groups of friends/contact groups
Mission planning/assessment/consultation (Front Office)	40 000	—
Seminars/conferences/workshops (Front Office)	24 900	150 presentations on peacekeeping issues at conferences, seminars and other public forums
Staff exchange (Executive Office)	125 000	—
Mission planning/assessment/consultation (Peacekeeping Best Practices Section)	304 000	—
Political consultation/coordination (Peacekeeping Best Practices Section)	13 800	255 meetings/briefings to Member States, regional organizations, and groups of friends/contact groups
Technical support (Peacekeeping Best Practices Section)	95 900	Provision of substantive subject matter expert advice and needs assessment visits to peacekeeping missions in the areas of disarmament, demobilization and reintegration, rule of law, civil affairs, gender, best practices, training and HIV/AIDS, as requested by missions
Mission planning/assessment/consultation (Change Management Unit)	25 500	—
Seminars/conferences/workshops (Change Management Unit)	15 000	150 presentations on peacekeeping issues at conferences, seminars and other public forums
Training-related travel (Integrated Training Service)	2 345 100	—
Total	**3 034 200**	

101. For the immediate Office of the Under-Secretary-General for Peacekeeping, an amount of $45,000 is requested for the Under-Secretary-General's and Political Affairs Officer's travel to attend meetings and give briefings to Member States, regional organizations and groups of friends/contacts. $40,000 will be required for the Under-Secretary-General's travel to missions and an additional $24,900 is required for travel to participate in conferences and seminars.

102. An amount of $125,000 is requested by the Executive Office for travel and daily subsistence allowance costs in relation to its ongoing staff exchange programme, where five staff members from the field for a period of three months each will serve at Headquarters.

103. An amount of $304,000 is requested by the Peacekeeping Best Practices Section for travel in relation to mission planning, assessments and consultations including: assessment missions in relation to the development of a policy on Joint Operations and Joint Mission Analysis Centres; HIV policy assessments; participation in meetings of an inter-agency team rolling out integrated disarmament, demobilization and reintegration strategies; rolling out of judicial lessons-learned and guidance materials. The amount of $13,800 requested for travel in relation to political consultations will enable the Peacekeeping Best Practices Section to liase with World Bank and European Union counterparts. The provision of $95,900 for technical support-related travel is intended for the conduct of field testing of a new records classification scheme and for assistance and evaluations of the implementation of the best practices toolbox.

104. The Change Management Unit will require $25,500 to conduct field visits to consult with mission leadership and mission staff on progress in the reform of the Department of Peacekeeping Operations. The visits will evaluate the effectiveness of reform measures to ensure that the pace, focus and direction of reform best meets field mission needs. Travel is needed in order to review progress on the ground and to meet with a broad range of practitioners. Videoconferencing will support that activity by enabling pre-trip and post-trip briefings, but it does not substitute for field visits to review implementation. The requested amount of $15,000 will allow one staff member to participate in four conferences organized by regional organizations on peace operations.

105. In relation to the Integrated Training Service's training activities a total of $2,345,100 is requested for travel of participants, trainers and facilitators. The variance under the budget for official travel is attributable to the consolidation of all the training activities of the Department of Peacekeeping Operations under the Integrated Training Service.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$1 316.5	$1,156.0	720.2%

106. The requested amount of $1,316,500 will provide for training fees ($549,900) and supplies for training ($683,400) in relation to the activities of the Integrated Training Service. Included also is $83,200 for the continuation of the Department's subscription to a number of major daily newspapers, weekly magazines and quarterly journals. In addition, the requirements also include provision for the Department's share of electronic information provided by the Dag Hammarskjöld Library and acquisition of technical and occupational handbooks.

107. The variance is due to the consolidation of all the training activities of the Department of Peacekeeping Operations under the Integrated Training Service.

2. Office of Operations

(a) Results-based framework

Expected accomplishment 1	*Indicator of achievement*	
Ability of the Security Council, General Assembly, and other intergovernmental bodies and troop- and police-contributing countries to make fully informed decisions on issues related to peacekeeping	1.1	Security Council resolutions incorporate recommendations to establish new, or adjustments to, peacekeeping operations

Outputs

- 50 multidimensional, substantive reports of the Secretary-General to the Security Council
- Letters from the Secretary-General to the President of the Security Council
- 555 substantive notes for the Secretary-General and for other senior officials' presentations to the Security Council
- 25 troop-contributor consultations
- 22 oral briefings to the Security Council on peacekeeping issues
- 51 Security Council Briefing Notes on peacekeeping operations
- Provision of background information and advice to the General Assembly and its various bodies on peacekeeping issues
- Provision of advice to Permanent Missions to the United Nations, United Nations agencies, Bretton Woods institutions, international and regional governance and security organizations, and non-governmental organizations on peacekeeping issues

Expected accomplishment 2	*Indicator of achievement*	
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1	Security Council substantive and time requirements fulfilled to establish new, or implement adjustments to, peacekeeping operations

Outputs

- Integrated concepts of operations for potential or adjustments to peacekeeping operations
- Integrated and/or issue-specific assessments for potential or adjustments to peacekeeping operations

Expected accomplishment 3	*Indicator of achievement*	
Increased effectiveness and efficiency of peacekeeping operations	3.1	Peacekeeping operations fulfil major milestones as defined in and mandated by Security Council resolutions

Outputs

- Guidance and/or support to 15 operations on strategic, policy, political, and operational matters
- Coordination of 15 integrated task forces and working groups with internal and external partners for complex, multidimensional peacekeeping operations
- Early warning system and information exchange and coordination mechanisms established between the African Union and the United Nations
- Regular guidance and assistance to the African Union on cross-cutting doctrinal and training issues
- Mobilization and coordination of support by the United Nations and other partners for African capacities development
- Institutional cooperation and/or operational support agreements concluded with regional organizations for joint crisis prevention and response
- Conduct of Situation Centre operations 24 hours a day, 7 days a week
- Situation Centre daily summary and special reports on operational and crisis situations

External factors

Peacekeeping partners provide the necessary support. Security environment permits establishment or continuation of peacekeeping operations

(b) Human resource requirements

			Temporary posts							
	Regular budget[a]		Support account				Other		Total	
Category	2005/06	2006/07	2005/06	2006/07	Change	Reclassified[b]	2005/06	2006/07	2005/06	2006/07
Professional and above										
Assistant Secretary-General	1	1							1	1
D-2	3	3	—	—	—	—	—	—	3	3
D-1	3	3	3	3	—	—	—	—	6	6
P-5	3	2	8	11	3	—	—	—	11	13
P-4	3	3	15	20	5	—	—	—	18	23
P-3	5	2	18	20	2	—	—	—	23	22
P-2	1	—	7	7	—	—	—	—	8	7
Subtotal	**19**	**14**	**51**	**61**	**10**	**—**	**—**	**—**	**70**	**75**
General Service										
Other level	6	5	16	19	3	—	—	—	22	24
Subtotal	**6**	**5**	**16**	**19**	**3**	**—**	**—**	**—**	**22**	**24**
Total	**25**	**19**	**67**	**80**	**13**	**—**	**—**	**—**	**92**	**99**

[a] The change in staffing under the regular budget reflects the transfer of the Cartographic Section from the Office of Operations to the Office of Mission Support.

[b] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2004/05)* (1)	*Appropriation (2005/06)* (2)	*Cost estimates (2006/07)* (3)	*Variance* Amount (4)=(3)-(2)	*Variance* Percentage (5)=(4)÷(2)
I. Post resources	7 829.7	9 502.4	11 506.4	2 004.0	21.1
II. Non-post resources					
Official travel	56.8	49.7	894.2	844.5	1 699.2
Subtotal, category II	**56.8**	**49.7**	**894.2**	**844.5**	**1 699.2**
Total, categories I-II	**7 886.5**	**9 552.1**	**12 400.6**	**2 848.5**	**29.8**

(d) Justification of new post(s)

African Peacekeeping Capacity (2 P-5, 5 P-4, 2 P-3, 3 General Service (Other level))

108. In the Outcome Document (General Assembly resolution 60/1) Member States agreed to the development and implementation of a 10-year plan for building peacekeeping capacity in the African Union. This commitment was reiterated in Security Council resolution 1631 (2005) of 17 October 2005, which also underscored the determination of the Security Council to further the development of cooperation between the United Nations and regional and subregional organizations in maintaining international peace and security. In particular, the United Nations will be expected to assist in the development of five subregional brigades which will form the basis of the African Standby Force. In December 2005, the Chairperson of the Commission of the African Union proposed to the Secretary-General a renewed United Nations-African Union partnership and outlined the priorities for the African Union of enhanced partnership, in which the support for African peacekeeping capacity-building was highlighted. The provision of United Nations assistance in increasing the African Union's capacities was stressed with regard to:

(a) Institution building and human resource development, including in the planning and management of peacekeeping operations and staff exchanges;

(b) Training of civilian, police and military personnel;

(c) Development of early warning system and information exchange and coordination mechanisms between the African Union and the United Nations;

(d) Logistic support (including strategic airlift capacity and communications);

(e) Mobilization of financial and political support for African peacekeeping.

109. In addition, the programme should be expanded to include the development of common doctrine and standard operating procedures, establishment of an effective communications and information technology network and assistance in developing the structures of the Peace Support Operations Division of the African Union.

110. The Department of Peacekeeping Operations currently has no dedicated capacity to support African peacekeeping capacity-building. In the Africa Division of the Office of Operations, one Principal Officer and one Political Affairs Officer, both on a part-time basis, are responsible for African peacekeeping capacity issues in addition to their responsibilities for UNMIS and UNMEE, two large missions currently demanding comprehensive attention.

111. A small United Nations assistance cell was established in late 2004 to provide short-term assistance to the African Union Mission in Sudan. The cell is currently funded under the 2005/06 UNMIS budget and under the overall responsibility of the Special Representative of the Secretary-General for Sudan. However, its resources fall significantly short of being sufficient to provide the kind of support envisaged in the Outcome Document.

112. If the United Nations is to meaningfully play its role and meet Africa's call for comprehensive assistance to peacekeeping capacity-building over a 5 to 10-year period, dedicated resources are required, as noted in the Secretary-General's report on enhancement of African peacekeeping capacity (A/59/591) of 30 November 2004.

113. It is therefore proposed to establish an integrated team/unit to elaborate and implement a comprehensive programme of support to African peacekeeping capacities in close liaison with the rest of the United Nations and with external partners, including the African Union. The proposed team/unit is configured on the basis of needs identified by the African Union as well as on the experience of the assistance cell to the African Union. It is designed to be able to deliver appropriate technical expertise directly to the African Union Peace and Security Department in Addis Ababa and to provide guidance and assistance on cross-cutting issues such as doctrine and training as well as coordinate with the United Nations and other partners on the provision of support to African capacities through a small cadre of personnel at Headquarters. That integrated capacity would provide an efficient and cost-effective way of supporting African peacekeeping capacity development in a comprehensive and coordinated way.

114. The integrated capacity within the Department of Peacekeeping Operations would include military, police, logistics, administration/finance, information management, communications and doctrine expertise. Each area of operational expertise, with the exception of doctrine support, would be represented by a single expert based in Addis Ababa. Should additional expertise and/or resources be required in any of these areas, they would be drawn from existing capacities in the relevant functional division of the Department of Peacekeeping Operations and coordinated by the unit in New York. Training support capacity would be drawn from existing resources within the Integrated Training Service, in the Department of Peacekeeping Operations.

115. The team based in Addis Ababa will be headed by a P-5 level team leader, reporting to the Director of the Africa Division of the Office of Operations, who will elaborate and implement the overall strategy of the United Nations with regard to support to African peacekeeping capacity. The incumbent will be the overall officer in charge of management of a multidisciplinary team (including civilian, military, police and logistics).

116. The incumbent manages and monitors the progress of the Department of Peacekeeping Operations assistance to the African Union, provides guidance to his/her staff, initiates and responds to contacts with a wide range of interlocutors, including in the African Union secretariat, and participates in events (workshops, conferences, seminars) related to African peacekeeping capacities. The team leader also participates in the planning of related activities and is responsible for drafting numerous and often sensitive documents, including reports to the General Assembly and the Security Council. The incumbent will also coordinate inputs from various United Nations entities in relation to assistance to African peacekeeping capacity.

117. The Department of Peacekeeping Operations team in Addis Ababa will coordinate its activities — which will be primarily focused on United Nations action to assist in enhancing African peacekeeping capacity — with the head of the United Nations Liaison Office to the African Union (a Department of Political Affairs position), in order to ensure coherent and sustained support to the African Union.

118. In addition to the team leader, the team/unit in Addis Ababa is proposed to consist of:

(a) A P-4 level Military Adviser, who will support the development of the African Union capacity-building in the establishment and management of force-generation processes and in the development of secretariat capacity for strategic and operational planning of African Union peace operations;

(b) A P-4 level Police Adviser to assist the African Union in design and implementation of planning and operational capacity for police components of peace operations;

(c) A P-4 level logistics expert who will support the African Union and the African Standby Force in identifying needs and requirements for African Union logistics capacities in Addis Ababa and in the field;

(d) A P-3 level information/communications expert will assist in identifying information management and communications needs and requirements at African Union headquarters and in the field. He/she will also assist in putting in place efficient information management and early warning systems and assist in the enhancement of the African Union Situation Room;

(e) A P-3 level administration/finance expert will provide support to the African Union in the development of administration capacity for African Union peace operations and assist in the establishment of transparent and accountable financial management systems. In addition, the incumbent will assist in providing cost estimates for specific African Union operations;

(f) Two General Service (Other level) support staff; one to provide administrative support, and a driver.

119. The New York liaison team/unit would be led by a P-5 level team leader, who would liaise closely with the team leader in Addis Ababa and report to the Director of the Africa Division of the Office of Operations. He/she will coordinate with United Nations partners on the development of United Nations support to and relations with African regional and subregional organizations, draft reports to the Security Council and Member States and develop relations and liaise with external partners on coordination of international support to the African Union peacekeeping capacities. In addition to the team leader, the New York unit will consist of:

(a) A Political Officer (P-4) to support the development of doctrine, guidance and standard operating principles for African peacekeeping capacities, drawing on existing knowledge and capacities in the Peacekeeping Best Practices Section of the Department of Peacekeeping Operations and Addis Ababa-based staff. The incumbent will assist in the implementation and dissemination of and training in doctrine within the African Union, and will participate in African Union exercises when appropriate;

(b) A Coordination Officer (P-4) would support the Senior Liaison Officer in coordinating United Nations and international support to African capacity-building;

(c) A General Service (Other level) staff member will assist with the administration of the team/unit, including budgetary management, time and attendance and travel administration.

Senior Political Affairs Officer (1 P-5)

120. The peacekeeping mission in Haiti (MINUSTAH) has increased in size and complexity over the past two years as a result of the volatile security situation and the very complex political environment in Haiti. The run-up and aftermath of the elections are expected to be critical periods in the consolidation of peace, and delicate political processes and institution-building are likely to follow. The mission's current need for backstopping from Headquarters will continue and possibly increase.

121. No additional resources were provided for the Europe and Latin America Division following the establishment of MINUSTAH. Despite being a large and complex peacekeeping mission, for which it is estimated that three to four Political Officers would be required to provide effective backstopping, it has been supported by only one full-time officer. Consequently, in order to deal with the increasing workload, staff from the UNMIK and other teams has been temporarily redeployed to support the MINUSTAH team. While providing the MINUSTAH team with the much needed resources to deal with the heavily increasing workload, this situation has proven unsatisfactory for the Europe and Latin America Division as a whole. UNMIK still requires extensive support from Headquarters, and with the commencement of Mr. Ahtisaari's mission to the region, the workload will increase even more, and a continuation of the temporary assignments to the MINUSTAH team is therefore no longer possible. Hence, a P-5 level Senior Political Officer to head the MINUSTAH team is requested.

122. The incumbent will coordinate planning, analyse material and prepare assessments on current political developments pertaining to the mission in Haiti. Production of draft reports of the Secretary-General, notes to the Secretary-General, letters and briefings to the Security Council and troop-contributing countries will also be the responsibility of the requested Senior Political Officer. He/she will also liaise with Member States — especially Security Council members and troop-contributing countries — with other United Nations agencies, regional organizations and non-governmental organizations.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$11 506.4	$2 004.0	21.1%

123. The estimate of $11,463,400 provides for salaries, common staff costs and staff assessment for 67 continuing posts and the proposed 13 new posts. The variance is due to the costs relating to the proposed new posts and to an increase in standard salary costs.

	Cost estimates	*Variance*	
Official travel	$894.2	$844.5	1 699.2%

124. The amount of $894,200 provides for the travel requirements as detailed in the table below:

Type of travel	*Amount (US dollars)*	*Output reference*
Mission planning/assessment/consultation	595 700	Guidance and/or support to 15 operations on strategic, policy, political, and operational matters
Political consultation/coordination	239 500	Guidance and/or support to 15 operations on strategic, policy, political, and operational matters; provision of advice to Permanent Missions to the United Nations, United Nations agencies, Bretton Woods institutions, international and regional governance and security organizations, and NGOs on peacekeeping issues
Technical support	9 800	Conduct of Situation Centre operations 24 hours a day, 7 days a week
Seminars/conferences/workshops	49 200	Conduct of Situation Centre operations 24 hours a day, 7 days a week
Total	**894 200**	

125. The requested amount of $595,700 for mission planning, mission assessments and consultations aims to strengthen the performance of peacekeeping missions, and can involve: providing peacekeeping missions with strategic guidance on policy matters; backstopping with supplementary Headquarters expertise; participation in reviews and assessments of broad or discrete mandated tasks.

126. For travel in relation to political consultations and coordination, $239,500 is requested. The objective of travel under this category is to create a political environment conducive to the attainment of the mission's mandated objectives. It involves travel to the mission area to hold consultations with stakeholders in the peace process, both in-country, regionally and in the capitals of key donor countries.

127. For technical support an amount of $9,800 is requested. This type of travel will bring specialized expertise to peacekeeping missions, such as security and early warning mechanisms. Technical support to the African Union and other African regional organizations, in order to enhance African peacekeeping capacities, is also envisioned.

128. An amount of $49,200 is requested for travel to participate in seminars, conferences and workshops that provide key forums for informal consultations with international partners, as well as an opportunity to increase awareness of peacekeeping and garner support.

3. Office of Mission Support

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Ability of the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to make fully informed decisions on issues regarding peacekeeping	1.1 Establishment of a repertoire of replicable support models for a variety of strategic conditions: • Maintenance of a six-month average processing time (from receipt of mission-certified claim to its approval by the Department of Peacekeeping Operations) for contingent-owned equipment claims (2003/2004: 12 months; 2004/2005: 6 months; 2005/2006: 6 months; 2006/2007: 6 months)

Outputs

Logistics Division:

- 10 logistical and technical support briefings for permanent missions of troop- and police-contributing countries
- Preparation and distribution to peacekeeping missions of 5 guidelines on contingent-owned equipment matters
- Preparation and presentation of up-to-date geographic/cartographic information for the Security Council briefings and its consultation
- Revision and distribution of the Department of Peacekeeping Operations Medical Support Manual to troop-contributing countries/police-contributing countries
- Conduct of one regional training course on medical support for United Nations peacekeeping operations
- 3 presentations at medical meetings of international/regional organizations

Administrative Support Division:

- Development, in consultation with the Office of Human Resources Management, of the conditions of service in the field, and finalization of a report of the Secretary-General on the subject

- Processing of contingent-owned equipment and death and disability claims (from receipt of mission-certified claims to their approval by the Department of Peacekeeping Operations) for 15 peacekeeping operations (including UNTSO, UNMOGIP, funded from the regular budget)
- Revision of the contingent-owned equipment manual for Member States
- 19 contingent-owned equipment briefings to permanent missions delegations from Member States
- 10 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing operations
- 4 presentations to Member States/troop-contributing countries on financial and budgetary matters
- Study on automation of contingent-owned equipment processes in field missions and Headquarters

Expected accomplishment 2	*Indicators of achievement*
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of a fully functional mission of up to 5,000 persons within 90 days of a Security Council mandate:
	• Deployment of troop and police personnel and other peacekeeping partners as per agreed timelines
	• New mission communication links established within 24 hours of arrival of the communication and information technology equipment in the mission
	• Support plans for new or expanded missions, including Darfur, conforms with the deployment of the strategic deployment stocks

Outputs

Logistics Support Division:

- Development of logistics plans for Darfur mission
- Provision of technical guidance to UNMIS and planning of satellite capacity for a Darfur mission
- Modification of strategic deployment stocks configuration based on requirements and technological changes
- Planning of operational medical services within 30 days of establishing a Darfur mission

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	3.1 Strengthened field operations through actions and initiatives that put mission needs first
	• Average international civilian personnel vacancy rates for field missions reduced to 20 per cent (from 24 per cent) for missions in a start-up, expansion or liquidation phase, and to 15 per cent for all other field missions
	• Electronic vehicle management system installed in 80 per cent of newly arrived vehicles in the missions

Outputs

Logistics Support Division:

- Preparation of draft common services agreements with United Nations agencies, funds and programmes as part of the planning for a Darfur mission
- Guidance in planning of logistics support requirements for 15 peacekeeping missions, 16 special political missions, and the United Nations Logistics Base
- Visits to 13 peacekeeping missions and the United Nations Logistics Base to review the factors affecting aviation safety and identify remedial action
- Updating and revision of Department of Peacekeeping Operations Aviation Safety Manual
- Guidance on and approval of all field missions' annual acquisition/contracting plan for 2006/2007
- Development of contract performance/quality assurance procedures with particular focus on fuel and rations management in the field missions
- Mission environmental assessment visits and reports for 3 missions
- Promulgation of the Department of Peacekeeping Operations Environmental Policy and Guidelines and distribution to all missions
- Development and the installation of mission electronic fuel accounting system in 7 mission locations
- Preparation of the statement of work, and conduct of technical evaluation of a commercial off-the-shelf system for food management system and installation in 10 mission locations
- Conduct of aviation operations assessment visits to 13 peacekeeping operation and quality assurance and technical compliance review visits to 5 peacekeeping operations
- Provision of guidance on implementation of newly approved food rations scale that incorporates national requirements and establishes nutritional benchmarks
- Preparation of statement of work, conduct of technical evaluation for establishment of 18 systems contracts (supply 10, engineering 8)
- Development and distribution of 5 guidelines on the management of United Nations property and equipment to field missions
- Conduct of 2 mission reviews of contingent-owned equipment in peacekeeping missions
- Provision of guidance to field missions in implementation of environmental engineering guidelines
- Finalization and distribution of Accommodation Guidelines for all peacekeeping missions
- Establishment of an online Geographical Information System (GIS) for satellite imagery in MONUC and UNMIS
- Establishment of regional medical support arrangements for East and West Africa
- Establishment of Department of Peacekeeping Operations strategic stockpile for influenza pandemic contingency

- Review and approval of the vehicle acquisition plans to achieve established personnel-to-vehicle ratios in the missions
- Provision of guidance to field missions in implementation of road safety guidelines
- Preparation of policies and provide guidance on disaster recovery system for field missions, including coordination of server and network infrastructure requirements, and configuration and establishment of documentation for implemented systems
- Preparation of statement of work, technical evaluation, monitoring and administration of contracts for information communication technology services and equipment
- Provision of audio- and videoconferencing services to field missions and other United Nations entities, including technical support, development of standards for all systems and day-to-day operational support
- Development of an overall information communication technology security and contingency policy for field missions

Administrative Support Division:

- Provision of direct personnel administrative support (including administration of salaries, allowances, benefits and contracts) to approximately 6,000 international staff in the field in all peacekeeping operations, 16 special political missions offices and the United Nations Logistics Base
- Provision of, through Civilian Personnel Sections in the field, human rights oversight, policy guidance and support to approximately 10,000 national staff, 250 National Professional Officers and 1,800 United Nations Volunteers serving in 31 field missions
- Maintenance of rosters in occupational groups relevant to peacekeeping operations
- Online career support to staff members in the field, as required
- Delivery of career support training and consultation to 600 staff members in 8 field missions (MONUC, MINURSO, ONUB, MINUSTAH, UNIFIL, UNDOF, UNTSO, UNAMI)
- Development of two distance learning modules (personal history profile preparation, resumé writing)
- Completion of the career development strategy for field staff, including the development of mechanisms for the selection of staff to serve in senior leadership positions in peace operations
- Development and launch of the skills inventory for Human Resource Officers and Field Service Officers
- Organization of a Chief Civilian Personnel Officer conference
- Reprofiling Chief of Staff, Chief Civilian Personnel Officers, Chief Finance Officers, Chief Budget Officers and Chief Procurement Officer positions
- Development of a comprehensive policy and system for the selection of staff for service in field missions in conjunction with the Office of Human Resources Management and promulgation of the approved policy to all field missions
- Implementation of, on a pilot basis, further delegation of authority concerning initial travel of staff to UNTSO, UNFICYP, MONUC, UNMEE and UNMIS
- Deployment of Mission Assist (Tiger) teams to 10 missions to address the recruitment, administrative and technical human resources management needs of a mission at a particularly critical time

- Financial management of 9 liquidating missions (MINUGUA, MONUA, UNIKOM, UNMIBH, UNMISET, UNOA, UNOCI, UNSMA, UNAMSIL), including issuance of monthly financial statements, reconciling outstanding balances in financial statements and follow-up with decisions recommended by Headquarters Property Survey Board

- Provision of guidance to 31 field missions on the implementation of financial rules, policies and procedures, including results-based budgeting

- Organization of a Chief Financial Officer and Finance Officer Conference

- Organization of a contingent-owned equipment workshop for mission contingent-owned equipment inspectors

- Provision of information technology support, including helpdesk, technical maintenance and functional guidance, to 15 peacekeeping operations, 11 special political missions and the United Nations Logistics Base on field financial systems, including training of 40 mission finance staff on required upgrade to field finance systems

- Training of 45 civilian substantive, military, police and support personnel in field missions in results-based budgeting

- Development of a standardized cost centre budgeting model

Conduct and Discipline Unit:

- Ongoing guidance and oversight to an estimated 13 field missions Conduct and Discipline Teams, in terms of training, prevention, monitoring and disciplinary action

- Visits to 10 field missions and the United Nations Logistics Base to conduct workshops for senior management and provide policy direction and technical advice

- 20 briefings to stakeholders such as Member States and the Department of Peacekeeping Operations senior leadership on recommendations in A/59/19/Rev.1

- Promulgation, implementation and monitoring of standard operating procedure on handling misconduct and of Mission Directives on sexual exploitation and abuse in all peacekeeping missions, including through training workshops

- Review of the Department of Peacekeeping Operations/Office of Internal Oversight Services cooperation paper, the Department of Peacekeeping Operations disciplinary procedures for United Nations police, military observers and military contingents to ensure consistency with other United Nations rules and standards and implementation in all field missions

- Review, action and follow-up on the approximately 300 Category I allegations currently being investigated by the Office of Internal Oversight Services, and approximately 150 Category II misconduct investigated in all missions

- Launch of the comprehensive Department of Peacekeeping Operations Conduct and Discipline Unit database which will ensure proper tracking and monitoring of all misconduct cases until finalization, and screening out all candidates who were involved in serious misconduct

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resource requirements

	Regular budget		Temporary post: Support account				Temporary post: Other		Total	
Category	2005/06	2006/07	2005/06	2006/07	Change[a]	Reclassified[b]	2005/06	2006/07	2005/06	2006/07
Professional and above										
Assistant Secretary-General	1	1	—	—	—	—	—	—	1	1
D-2	1	1	1	1	—	—	—	—	2	2
D-1	1	1	4	6	2	—	—	—	5	7
P-5	2	3	17	19	2	—	—	—	19	22
P-4	3	3	68	76	8	—	—	—	71	79
P-3	2	5	99	104	5	—	—	—	101	109
P-2	5	6	6	7	1	—	—	—	11	13
Subtotal	**15**	**20**	**195**	**213**	**18**	—	—	—	**210**	**233**
General Service										
Principal level	—	—	14	14	—	—	—	—	14	14
Other level	11	12	133	138	5	—	—	—	144	150
Subtotal	**11**	**12**	**147**	**152**	**5**	—	—	—	**158**	**164**
Total	**26**	**32**	**342**	**365**	**23**	—	—	—	**368**	**397**

[a] Net change of 23 posts reflect a total of 30 new posts less 7 posts proposed transferred to the Integrated Training Service.
[b] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2004/05) (1)	Apportionment (2005/06) (2)	Cost estimates (2006/07) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)/(2)
Category					
I. Post resources	40 643.7	44 258.1	49 281.0	5 022.9	11.3
II. Non-post resources					
General temporary assistance	—	799.9	1 525.9	726.0	90.8
Consultants	331.1	221.0	1 206.0	985.0	445.7
Official travel	540.4	528.4	2 108.8	1 580.4	299.1
Other supplies, services and equipment	95.0	66.0	—	(66.0)	(100.0)
Subtotal, category II	**966.5**	**1 615.3**	**4 840.7**	**3 225.4**	**199.7**
Total, categories I-II	**41 610.2**	**45 873.4**	**54 121.7**	**8 248.3**	**18.0**

(d) Justification of new post(s)

New posts

Office of the Assistant Secretary-General

129. It is proposed that a P-5 post (the post of the Senior Policy Coordination Officer) be redeployed to the Personnel Management and Support Section of the Administrative Support Division to head a dedicated capacity responsible for senior-level appointments in the field. In exchange, a P-4 post will be redeployed from Personnel Management and Support Service to the Office of the Assistant Secretary-General as Administrative Management Officer.

Headquarters Conduct and Discipline Unit (1 D-1, 1 P-5, 4 P-4, 1 P-2 and 2 General Service (Other level))

130. Since its establishment in 2005, the Conduct and Discipline Team has made concerted efforts into raising awareness among mission leadership on their managerial and command responsibilities to address sexual exploitation and abuse. It has developed training materials and delivered training on the specific responsibilities of mid-level and senior-level managers and commanders in missions to address sexual exploitation and abuse. A uniform standard of conduct relating to sexual exploitation and abuse has been implemented and legal agreements for experts on mission and with troop-contributing countries have been amended to include the United Nations general standards of conduct. A secure, electronic system in all missions to transfer information on allegations of misconduct, including sexual exploitation and abuse to both the Office of Internal Oversight Services and the Department of Peacekeeping Operations will be launched by April 2006. In addition, by June 2006, the Department of Peacekeeping Operations will install a comprehensive database at Headquarters and in all missions to track and report on allegations, investigations and follow-up action taken relating to all forms of misconduct for all categories of peacekeeping personnel. This database will include information on non-specific allegations, and will be used as a management tool to ensure that offenders are not rehired.

131. The workload associated with these tasks in 2005/06 has necessitated that additional assistance be provided, on a temporary basis (loan), to the Conduct and Discipline Unit from other parts of the Department of Peacekeeping Operations, and current trends indicate that the burden will not decrease in the next financial period.

132. The Office of Internal Oversight Services is still investigating approximately 270 cases of serious misconduct by peacekeeping personnel in 2005 and approximately 220 new allegations in MONUC alone in the first quarter of 2006, all of which will eventually be referred to the Conduct and Discipline Unit for follow-up action. In addition, the Department of Peacekeeping Operations estimates that approximately 120 cases involving other forms of misconduct will be referred directly to the Conduct and Discipline Unit from the field. As a result approximately 600 cases will be managed by the Department of Peacekeeping Operations in the coming period (as compared to approximately 380 cases in 2005).

133. In addition, the Conduct and Discipline Unit will be required to complete and implement a number of major policy initiatives concerning:

(a) The Department of Peacekeeping Operations/Office of Internal Oversight Services cooperation;

(b) Revised Department of Peacekeeping Operations disciplinary directives;

(c) Standard operating procedures for handling misconduct;

(d) Mission directives on sexual exploitation and abuse;

(e) Public information campaigns on Anti-Prostitution and Peacekeepers Duty of Care.

134. The projected 2006/07 workload thus represents a substantial increase both in number of cases and in the scope of policy initiatives, which form the bedrock of the comprehensive strategy of the Department of Peacekeeping Operations for dealing with misconduct in its missions, in particular, sexual exploitation and abuse. It remains imperative that those issues be credibly addressed by a dedicated capacity at Headquarters, and in order to maintain that capacity and secure the continuity in the Department's handling of cases involving misconduct, the establishment and strengthening of the Conduct and Discipline Team as a Unit is requested, with the establishment of nine new posts (1 D-1, 1 P-5, 4 P-4, 1 P-2 and 2 General Service (Other level)).

135. The Chief of the Unit (D-1) will oversee and manage the operations of the Conduct and Discipline Unit and provide guidance, direction and supervision of staff. He/she will advise the Department of Peacekeeping Operations senior management and senior leadership in the field on policies and strategies relating to conduct and discipline, as well as follow-up action on particularly sensitive cases and will represent the Department in high-level meetings and ensure interdepartmental coordination on disciplinary action relating to individual cases. It would also be the responsibility of the Chief of the Unit to liaise with the Department of Peacekeeping Operations offices at Headquarters and in the field and represent the Department on disciplinary issues in senior, interdepartmental policymaking committees as well as with legislative bodies; ensure coherence between the Department of Peacekeeping Operations efforts to address conduct and discipline and those of other United Nations entities; liaise with permanent missions to the United Nations on individual cases of misconduct; provide briefings on conduct and discipline issues to Member States and senior leadership; and inform the media on steps taken by the Department to address misconduct in peacekeeping, as required.

136. The Senior Policy Adviser (P-5) will provide policy guidance and strategic direction on misconduct issues to the Conduct and Discipline Officers in Headquarters and in peacekeeping operations. He/she will assist in developing strategies and measures to address conduct and discipline issues during the planning, implementation, monitoring and evaluation and liquidation of peacekeeping operations; review and draft policies and procedures on conduct and discipline issues and consult with internal and external entities with respect to implementation; ensure coherence between discipline-related policies, procedures and guidelines relating to all categories of peacekeeping personnel; monitor the effectiveness of the enforcement of United Nations standards of conduct for

peacekeeping personnel; and monitor the Secretariat decisions of Member States affecting disciplinary issues relating to peacekeeping personnel. It would also be the responsibility of the Senior Policy Adviser to draft inputs on disciplinary issues for reports to the Security Council and General Assembly and provide training as subject matter expert on conduct and discipline.

137. The four Disciplinary Officers (P-4) will provide technical advice on Department of Peacekeeping Operations disciplinary procedures relating to three categories of staff (civilian, military and police). They will review investigation reports and liaise with Conduct and Discipline Units in peacekeeping operations on individual cases of personnel misconduct to ensure the application of relevant disciplinary procedures. The incumbents will liaise with the Office of Internal Oversight Services on category I misconduct cases and assist in providing briefings and training on the Department's disciplinary procedures. They will also assist in the development of strategies, procedures and guidelines on conduct and discipline issues, as required.

138. The Disciplinary Officers will review investigation reports received from the Office of Internal Oversight Services or from heads of mission and make recommendations for action, prior to forwarding to the relevant entity for final consideration. In the case of civilian personnel, the incumbent will liaise with the Office of Human Resources Management and/or the United Nations Volunteers programme on disciplinary action to be taken. For uniformed personnel (two officers will handle cases regarding military personnel, one officer will be responsible for police personnel), the incumbents will track action taken by Member States in cases of misconduct and assist in the development of a data management system on misconduct cases, and assist in maintaining the system.

139. The Reporting Officer (P-2) will assist in creating and maintaining a data management system for all categories of personnel misconduct, including reporting formats and a database. He/she will produce narrative and statistical reports on all aspects of personnel conduct, as required, will conduct research relating to personnel conduct issues and maintain links with relevant organizations on such issues.

140. Two Administrative Assistants are required to deal with incoming and outgoing correspondence, monitor personnel attendance, deal with official travel matters, maintain a filing system for the office, and other general office services. Due to the volume of complaints and investigations from the field missions, there is a great deal of filing being done.

141. If the additional personnel are not approved, then it will be impossible for the Conduct and Discipline Unit to cope with current demands, and will severely affect the Department's ability to address these issues of serious concern.

Administrative Support Division

Civilian Training Section

142. In accordance with the proposed creation of an Integrated Training Service reporting to the Director of Change Management in the Office of the Under-Secretary-General for Peacekeeping, it is requested that 7 posts (P-5, P-4, 3 P-3 and

2 General Service (Other level)) of the Civilian Training Section be transferred to the newly established Integrated Training Service.

Office of the Director

Audit Focal Point (1 P-5 and 1 General Service (Other level))

143. The number and complexity of audits on peacekeeping missions and/or issues relevant to peacekeeping, has increased and hence influenced the workload of the Department of Peacekeeping Operations Audit Focal Point. In August 2004, the General Assembly approved 28 additional posts for the Office of Internal Oversight Services (General Assembly resolution 59/301), resulting in a corresponding increase in audit activities — both in the field and at Headquarters. Whereas in 2000 there were 16 resident auditors deployed in 6 missions, as of December 2005 there were 51 auditors resident in 12 missions. According to the estimates of the Office of Internal Oversight Services, over 100 resident auditors' reports would have been issued by the end of the current budget period, compared to only 11 reports in 2004. The corresponding 12-month period in 2005 has witnessed a dramatic increase of 245 per cent with the issuance of 38 reports.

144. During 2000, the Board of Auditors had issued 17 reports and management letters on the audit of missions as well as of the United Nations Logistics Base at Brindisi. By contrast, during 2005, the Board of Auditors issued 26 reports and management letters relating to field operations, representing a 53 per cent increase over the previous year.

145. These increases have had a direct impact on the workload of the Audit Focal Point. During 2004, the Audit Focal Point coordinated responses to 110 interim and final reports of the oversight bodies, and followed up on the recommendations contained in those reports. For the 12-month period ending December 2005, the Department of Peacekeeping Operations received 230 interim and final reports issued from oversight bodies — an increase of some 109.

146. On this basis, the Office of Mission Support recommends that the Audit Focal Point function be strengthened through the addition of a new post at the P-5 level for a senior manager to be responsible for overall management and supervision of the activities of the unit and one General Service (Other level) post to provide administrative and clerical support. The Senior Operational Review Officer (P-5) manages and supervises the overall operations of the Audit Focal Point by identifying and prioritizing tasks to be undertaken by the Audit Focal Point. He/she delegates responsibility accordingly, and coordinates and monitors efficient and effective completion of each task, as well as plans and provides guidance and advice to the staff on policy issues, correct procedures, interpretations, and corrective actions to ensure adherence to the Financial Regulations and Rules, established procedures and other administrative issuances. The incumbent will ensure that the final reports of the oversight bodies to the General Assembly are responded to, and that corrective action is taken to modify or improve internal control procedures at the different peacekeeping operations or missions. The Senior Operational Review Officer also conducts research into modern audit techniques and applies them in the performance of the duties of the Audit Focal Point.

147. It is also proposed to establish an Administrative Assistant General Service (Other level) post to provide administrative and clerical support to the Audit Focal Point.

Procurement Management Function (1 P-5, 1 P-4)

148. Procurement activities related to peacekeeping operations managed by the Department of Peacekeeping Operations accounted for approximately $1.6 billion during the financial year 2005/06. It is anticipated that this level of activity will increase to approximately $2.1 billion during 2006/07. With the implementation of the delegation of procurement authority for field missions from the Department of Management, the Department of Peacekeeping Operations assumed responsibility for the oversight of field mission procurement activity. That responsibility includes a number of procurement management functions that were not previously carried out by the Department and for which no procurement expertise exists within the Department. That has resulted in daily procurement issues being handled on an ad hoc basis by the various asset managers, who do not have the requisite procurement background or expertise. The skill sets required to properly manage and strategically guide peacekeeping procurement activities must also be distinguished from the role of the asset managers, both from the expertise point of view and to ensure the necessary segregation of responsibilities.

149. In order to strengthen the procurement management function within the Department of Peacekeeping Operations, a P-5 level Procurement Management Officer and a P-4 level Procurement Officer are requested. The proposal reflects the management responsibilities contained in the delegation of authority and do not duplicate the functions undertaken by the Procurement Service of the Department of Management. The procurement of goods and services for field missions will continue to be sourced through the Procurement Service and locally through the procurement offices in the field missions. The oversight of field mission acquisition planning and procurement activities on behalf of the Office of Mission Support in the Department of Peacekeeping Operations, however, will be managed and coordinated centrally by this new procurement management function.

150. The requested Procurement Management Officer (P-5) will be responsible for the global oversight and management of all Department of Peacekeeping Operations-administered field mission procurement activities. Serving as the Department's focal point for all technical and administrative issues concerning field mission procurement, some of the responsibilities of the incumbent will be to:

(a) Monitor and supervise field procurement activities;

(b) Manage the reporting requirements in the delegation of authority and develop centralized reporting procedures;

(c) Coordinate with field missions and asset managers to ensure that proper planning and sound judgement is applied to all aspects of the acquisition process;

(d) Advise on the strategic development of field mission procurement activities as well as to prepare policy position papers and reports related to field procurement activities;

(e) Analyse and advise on unusual or complex field procurement activities, particularly those with a significant operational or financial impact;

(f) Interface with the Department of Management on all policy issues affecting field mission procurement;

(g) Provide guidance and instruction to field missions on procurement-related issues, review and develop field mission procurement standard operating procedures, templates and establish policy, procedures, standards and practices for field procurement activities, develop and disseminate best practices to ensure that lessons learned are developed into revised policies or guidance.

151. Under the supervision of the Procurement Management Officer, the specific functions of the Procurement Officer (P-4) would include:

(a) Preparing, maintaining records and tracking field mission delegations of procurement authority;

(b) Coordinating with the Procurement Service on the technical clearance of mission procurement personnel;

(c) Review and monitoring of field procurement activity reports and development of improved reporting requirements and formats;

(d) Following up on procurement cases approvals of the Headquarters Committee on Contracts and on field mission requests for local procurement action;

(e) Monitoring and approving mission acquisition plans and reviewing proposed deviations from acquisitions;

(f) Maintaining up-to-date statistical data on field procurement activities, preparation and generation of technical reports, statistics and other regular and ad hoc reporting requirements related to field procurement activities;

(g) Coordinating with auditors and providing input for field procurement-related audit responses.

Personnel Management and Support Service

152. The Department proposes to establish a Senior Leadership Section in the Personnel Management and Support Section. The Senior Leadership Section will be dedicated to supporting the executive search and targeted recruitment and management of senior leadership positions in field missions at the D-1 level and above, that have been identified as a critical need for strengthening peacekeeping operations. That new initiative will be assessed after the first year, and at that time the longer-term requirements will be determined and requested. The Section, comprised of the Chief, Senior Leadership Section, two positions funded through general temporary assistance, a Human Resources Officer (1 P-4) and Human Resources Assistant (1 General Service (Principal level)) and a Human Resources Assistant (1 General Service (Other level)) redeployed within the Service, will establish suitable mechanisms to foster and sustain viable partnerships with United Nations agencies, funds and programmes, Member States and professional organizations to support the rostering of highly qualified eminent persons and senior mission support leaders for field operations. The Senior Leadership Section will regularly consult with the Executive Office of the Secretary-General, the Special Adviser on Gender Issues, and the senior leadership of the Department of Peacekeeping Operations, the Department of Political Affairs and other departments. The Section will also provide secretariat support services to the

Department of Peacekeeping Operations Succession Planning Panel and manage succession planning, vacancy management, recruitment or placement of senior mission support leadership. The Senior Leadership Section will also be responsible for the monitoring of expiration of appointments of senior mission leadership staff, and for ensuring vacancy management of positions and planning for senior leadership positions. The Section will be responsible for the initial assessment of senior mission leadership candidates, including the thorough application of appropriate assessment mechanisms.

153. The Section will comprise four staff members and will be headed by a Chief (1 P-5), who will be accommodated through redeployment of the post of Senior Policy Coordination Officer from the Office of the Assistant Secretary-General for Mission Support. A Human Resources Officer (1 P-4) and a Principal Human Resources Assistant (1 General Service (Principal Level)) are proposed to be funded through general temporary assistance. A Human Resources Assistant (1 General Service (Other level)) will be redeployed to the Section from within the Service.

Administration and Travel Section (2 P-3 and 1 General Service (Other level))

154. An analysis of the staffing of the Administration and Travel Section of the Personnel Management and Support Service reveals a current ratio of one Human Resources Officer for every 637 field staff. This figure is based on current encumbered international posts (a total of 5,099 in the Department of Peacekeeping Operations and special political missions of which the Department of Peacekeeping Operations has the substantive lead, e.g., UNAMI and UNAMA, as well as support to Department of Political Affairs-led missions combined as of 31 December 2005). It excludes functions related to the deployment of staff (travel) as well as the processing of education grants, disability and compensation claims for civilian staff, civilian police, and military observers in field missions. A review of current functions and workload indicators revealed the need to achieve a maximum ratio of one Professional Human Resources Officer for every 450 field staff to ensure effective support. In order to be able to provide the appropriate service level to missions, the Personnel Management and Support Sections request two additional Human Resources Officers at the P-3 level to strengthen the Administration and Travel Section. A benchmarking comparison within the United Nations Secretariat Human Resources and Executive/Administrative Offices at Headquarters reveals a general ratio of one Professional Human Resources Officer for every 240 staff to be administered.

155. The same analysis of the staffing of the Administration and Travel Section of the Personnel Management and Support Section reveals a ratio of one Human Resources Assistant General Service (Other level) for every 283 field staff, while current functions and workload indicators revealed the need to achieve a maximum ratio of one Human Resources Assistant at the General Service (Other level) for 200 field staff to ensure effective support. In order to achieve this, two additional Human Resources Assistants at the General Service (Other level) level are requested.

156. Finally, in order to support the increased demand for the processing of travel arrangements for staff on assignment or appointment to peacekeeping missions, as well as to support the increase in workload related to the deployment of military observers and civilian police, an Administrative Clerk at the General Service (Other

level) is required. For the period 1 January through 31 October 2005, a total of 5,040 travel authorizations/obligation documents were approved in the Travel Unit, compared to 3,800 during a 12-month period in 2004, reflecting an increase of 59 per cent. In 2004, the workload ratio per Administrative Clerk in the Travel Unit was 1:40 authorizations/obligations per month. From January through October 2005 (a 10-month period) the ratio is 1:63 travel authorizations per month. The current shortfall in resources has resulted in delays in deployment of staff and military and police personnel, thus negatively impacting on the level of support provided to the missions. In order, to meet the increased operational requirements resulting from the targeted decrease in vacancy rates and, more significantly, taking into account both the expansion of missions and downsizing or liquidation of others, the Personnel Management and Support Service requests one additional Administrative Clerk to reduce the workload ratio to 1:56 per month. It should be noted that the work involved in processing travel authorizations also includes administrative tasks related to predeployment administrative induction, issuance of laissez-passers, completion of designation of beneficiary, insurance and salary deposit forms, obtaining security clearance and medical clearance as well as processing of financial cables to field offices, as necessary.

Finance Management and Support Service

Memorandum of Understanding and Claims Management Section (1 P-3 and 1 General Service (Other level))

157. During the forthcoming budget period 2006/07, it is envisaged that there will be full deployment of military contingents for all missions and that memorandums of understanding for all the additional new units (66) would have been concluded and signed. In the budget period 2005/06, the workload of memorandums of understanding and Claims Management Section increased dramatically with the addition of a new peacekeeping mission in the Sudan and a substantial expansion in MONUC. This surge has resulted in new troop-contributing countries deployed to some of these missions, some for the first time.

158. The surge posts granted in the fiscal year 2005/06 enabled the Department of Peacekeeping Operations to participate in predeployment visits and provide briefings on the contingent-owned equipment and memorandum of understanding process in the capitals of most of the troop-contributing countries, particularly those contributing military contingents for the first time.

159. As a result of these briefings, Member States had a better understanding of the process and that positively impacted on the process, contributing to a reduction in the time for negotiations and conclusion of memorandums for the additional units. Memorandums for all the new units will be signed by the beginning of the budget period. Furthermore, with the additional surge posts, the Memorandum of Understanding and Claims Management Section was able to achieve the target output of reduction in the average time for claims processing to three months for most missions.

160. In order to continue with the support provided to troop-contributing countries, especially the new emerging troop-contributors, through continuous briefings and clarifications of the contingent-owned equipment process and to maintain the established output of processing contingent-owned equipment and death and

disability claims within 6 months and 90 days, respectively, additional personnel is required in the Memorandum of Understanding and Claims Management Section. Hence, a strengthening of a Claims Officer at the P-3 level and a Claims assistant at the General Service (Other level) level is requested.

Logistics Support Division

Transportation and Movement Service

161. The Logistics Support Division currently consists of three Services: Operational Support Service, Communications and Information Technology Service and the Specialist Support Service. Each of the three Services is headed by a D-1.

162. The Specialist Support Service is responsible for supporting missions in the areas of: rations, fuel, general supplies, engineering, medical, contingent-owned equipment, property management, cartographic services, as well as surface transport and air transport. In addition, the Service also assists the Department of Safety and Security and the Procurement Division with preparation of cases for the Headquarters Committee on Contracts. Current authorized staff strength for the Specialist Support Services is 66 Professional and 27 General Service staff members. The surge in peacekeeping over the past few years has led to a significant increase in the workload and in the range and services managed by the Specialist Support Services, as illustrated in the tables below.

Air transport

Year	Long-term aircraft contracts and letters of assist	Technical evaluations performed	Aircraft managed	Flight hours verified	Payments processed (millions of US dollars)	Publications managed (pages)
2000	62	175	114	57 588	71.5	227
2003	94	260	133	72 753	156	265
2004	112	310	177	90 291	220	352
2005	121	355	215	100 306	237	4 873

Surface transport

Year	Vehicles managed	Value of vehicles managed (millions of US dollars)	Number requisitions processed	Annual increase in number of vehicles managed (%)
2000	10 599	252	261	31.0
2003	9 376	281	211	8.7
2004	10 819	326	364	15.0
2005	14 279	422	271	32.0

Movement control

Year	*Short-term aircraft contracts and letters of assist*	*Movement requirements*	*Value of contracts and letters of assist*	*Number of flights*	*Number of claims processed*	*Value of claims processed (millions of US dollars)*
2000	197	95	$90.90	563	60	18.8
2003	235	194	$136.12	700	15	2.5
2004	318	262	$211.67	750	17	1.5
2005	321	260	$196.63	780	11	4.8

163. The increase in workload reflected above has placed an enormous demand on the Service Chief for efficient, timely and cost-effective delivery of support to the field missions and an increase in the requirement for oversight of related activities. Owing to its size and scope, the Service attracts the largest number of audit observations in the Logistics Support Division, which places additional strain on the existing management capacity.

164. In order to improve management of resources and provide optimum management and oversight of the activities of the various sections in the Logistics Support Division, the Department is proposing to create a fourth Service for Transportation and Movement, to be headed by a D-1 level manager. The Service Chief will oversee the operations of the current Air Transport Section, Surface Transport Section and Movement Control Unit. The total staff in the proposed new Service will be 26 Professionals and 11 General Service staff.

Chief, Transportation and Movement Service (1 D-1)

165. The head of the new Transport and Movement Service will be responsible for directing and managing the Organization's aviation and motor transport functional areas and its strategic movement activities. These responsibilities encompass the identification of requirements, establishment of aircraft technical specifications, evaluation of contractors' technical compliance, administration of air charters, management of expenditures, development and promulgation of institutional standards and operating guidelines for all types of aeronautical activities, and the integrated employment of civil and military aircraft from diverse regulatory regimes. The peacekeeping vehicle fleet is now more varied and more technically sophisticated than ever before and represents significant investment by Member States. Coordinating and supervising the application of a vehicle fleet management is therefore essential in order to minimize operating costs and maximize return on investment.

166. The Transport and Movement Service will provide United Nations peace operations with strategic and operational mobility. It will develop and implement strategic deployment plans for moving United Nations property and personnel into peacekeeping venues on time and develop, acquire and provide peacekeeping missions with suitable aircraft and surface transport equipment, and movement services, and ensure that the personnel and material placed in the care of the United Nations move safely.

167. In the area of Surface Transport, the Service will promulgate operating practices and professional development programmes for its motor transport

specialists and its vehicle operators and their supervisors to ensure that the maximum utility is obtained from these assets with the lowest practicable operating costs.

168. The Service Chief will be responsible for strategic and operational mobility activities within peace operations. He/she will also act as the institutional focal point for aeronautical and motor transport policies, practices and procedures, establish professional development programmes for aviation, motor transport and movement control specialists, approve technical specifications for aviation and automotive equipment utilized in peacekeeping operations; authorize technical clearance of vendors and technical evaluation of tenders; monitor financial expenditures within headquarters and field allotments for the emplacement and rotation of troops, shipment of United Nations and contingent-owned equipment, acquisition of automotive equipment and expenditures for spare parts, fuel and insurance; and the charter of aircraft and surface vessels.

MONUC and UNMIS Air Transport Desk Officers, Fleet Management (2 P-4)

169. The size and importance of the aviation fleets in MONUC and UNMIS has increased significantly over the past few years, and the trend is expected to continue. For UNMIS, the size of the country (Sudan) and the complexity of the logistic support requirements have given aviation a strategic role in the Organization's ability to meet the Mission-mandated objectives. Consequently, the volume and complexity of the tasks to be performed at Headquarters to guarantee safe, economic and efficient support to those two missions will continue to grow. In order to manage that foreseen increase in workload, two senior aviation specialists (2 P-4) with commercial aviation background in fleet planning, management and optimization are requested.

170. Under the supervision of the Chief of Aircraft Management and the Contracts Unit of Air Transport Section, the incumbents will provide advice and support to the missions on air operations and contract management. The services provided will cover a fleet of 97 aircraft in MONUC with an estimated annual flying time of 18,315 hours for commercially contracted fixed-wing aircraft and 18,580 flying hours for helicopters, with a budget totalling approximately $280 million. For UNMIS, support will be provided to a fleet of 55 aircraft with an estimated annual flying time of 16,600 hours for commercially contracted fixed-wing aircraft and 24,100 flying hours for helicopters, with a budget totalling approximately $120 million. In addition, the requested Fleet Management Desk Officers will be responsible for government-provided aircraft under letters of assist amounting to 35 aircraft totalling 54,140 flying hours annually.

171. The incumbents will ensure that the aircraft performance required is assessed in accordance with the best practices in the industry and ensure that aircraft will have adequate performance capability to meet mission-limiting factors. They will formulate budgetary requests from MONUC/UNMIS for continuously evolving aviation resources and be the principal liaison with the Procurement Service. They will also ensure that sound planning and justification are applied in the MONUC/UNMIS aviation plans and determine and apply methods of managing the analysis of mission air operations.

172. Furthermore, the incumbents will provide aeronautical guidance to ensure mission compliance with the Department of Peacekeeping Operations, International

Civil Aviation Organization (ICAO) and Civil Aviation Authority standards, and monitor the mission compliance with commonly agreed aviation mission standards and operating procedures for humanitarian and air transport operation to ensure inter-operability between United Nations agencies in aviation operations. Lack of qualified aviation professionals at this level with substantial and broad aviation experience will reduce the Department's ability to operate the MONUC and the UNMIS aviation fleets safely, efficiently and uniformly in compliance with international regulation and industry standards.

Air Transport Officers, Aviation Project, Planning and Training Unit (1 P-4 and 1 P-3)

173. For the Aviation Project, Planning and Training Unit under the Chief Air Transport Section, two Air Transport Officers (P-4 and P-3) are requested. The responsibility of the proposed P-4 will be to manage, supervise and execute the work programme of the Aviation Project, Planning and Training Unit; ensure implementation of ICAO guidance on air ground-related Aviation Services, Airspace Management and Ground Support Equipment, including airfields services, aviation security, air traffic advisory, emergency, crash and search and rescue, firefighting services, and aviation ground safety equipment in order to mitigate risks, liability and exposure to the United Nations.

174. The current pace of resource requirements in the field should not curtail the United Nations policy on mission aviation training aiming at maintaining and enhancing aviation specialist knowledge in current international aviation operations management, aircraft operations, standards and safety management for a safe conduct of United Nations aviation operations. The P-4 is thus requested in order to ensure that dedicated resources are allocated to the development of courses and procedures in aviation training. That will be possible with an additional Professional staff member allocated to Unit. The additional resources is a critical input for the Air Transport Section to achieve the strategic goals and priorities of the Department of Peacekeeping Operations and missions, as outlined by the Secretary-General in the report on financing the United Nations Assistance Mission in Rwanda (A/57/753) and in the report of the Special Committee on Peacekeeping Operations and its Working Group (A/58/19) at the 2004 substantive session (29 March-16 April 2004). Without that post, the Air Transport Section will not be able to implement the Board of Auditors recommendations, and ICAO Annex 14 requirements, as well as the report and recommendations of the Office of Internal Oversight Services (A/59/347) regarding quality assurance of air operations.

175. The primary responsibilities of the proposed P-3 Air Transport Officer will be, under the supervision of the Chief of the Aviation Project, Planning and Training Unit, to develop and revise the Department of Peacekeeping Operations Aviation Operations Manual and Headquarters standard operating procedures. He/she will also review mission standard operating procedures and establish and maintain policy, procedures, standards and practices for the control of air assets. In lieu of the training activities of the Aviation Project, Planning and Training Unit, the incumbent will conduct initial and refresher aviation training courses, monitor the mission's on-the-job training programmes, develop and update aviation training programmes and arrange the annual aviation seminar.

Surface Transport Safety Officer (1 P-3)

176. In recent years, Member States have increasingly emphasized the importance of safety and security of staff serving in the field. Based on data available, the Global Department of Peacekeeping Operations fleet currently averages 496 accidents per month at a cost of approximately $195,000 per month. On average a United Nations vehicle accident is recorded every 25,894 kms. Additionally, each month an average of 12 vehicles are written off owing to accidents at an estimated cost of $360,000 ($30,000 per vehicle average for logistical and passenger-type vehicles).

177. In response to the challenges posed by those statistics, a Surface Transport Safety Officer at the P-3 level is requested. Under the supervision of the Chief of the Surface Transport Section, the incumbent will be responsible for managing, supporting, monitoring and establishing policy in respect to all issues dealing with the safety of the Department's global vehicle fleet and associated equipment. Those aspects include research and analysis of safety trends, legal and legislative requirements, support in the development of training and maintenance of operator standards for both United Nations-owned and contingent-owned equipment.

Specialist Support Services

Environmental Engineer (1 P-3)

178. For many years, peacekeeping missions have not operated in conformity with important environmental policies and conventions. That has generated complaints from several host countries, resulting in costly restitution work, and has served as the subject of numerous audit comments. It is ironic that the Organization, an advocate for progress on environmental issues, does not maintain acceptable standards in the activities of its field missions. In order to address that issue, the Department of Peacekeeping Operations established a pilot environment programme in UNAMSIL and enlisted the assistance of UNEP to formulate global peacekeeping environmental policy guidelines.

179. The pilot project in UNAMSIL, which was staffed by one Professional officer, has been enormously successful and there is a recognized need to duplicate the programme in other missions. Similar programmes have therefore been established in MONUC (one Professional officer) and one is under establishment in UNMIS (consisting of one international Professional and one national Professional Officer). As is the case in field missions, the post being requested at Headquarters will become an integral part of the Engineering Section and will therefore derive tremendous synergies. The presence of that expertise will also align with the work of other Engineering Officers, ensuring that best practices are mainstreamed into the policies and plans for all related activities.

180. During the last year UNEP has assisted the Department in preparing the environmental guidelines and policy paper for peacekeeping missions. That cooperation was initiated because UNEP is the designated authority of the United Nations system in environmental issues at the global and regional level. UNEP does not currently have the capacity to assume day-to-day monitoring of the implementation of the guidelines in missions. Such support would also be beyond the usual level of direct support that UNEP provides to other United Nations agencies and departments. It should also be noted that the creation of additional

capacity in UNEP would not necessarily eliminate the need to have a technically qualified focal point on environmental matters to ensure that the day-to-day operations of the Department reflect the requirements in that area.

181. The establishment of that post will not encroach upon the mandate of UNEP, which would continue to serve as a vanguard institution. It would on the other hand strengthen the Department's collaboration with that office. The proposed Environmental Engineering Officer would serve as a liaison between the Department of Peacekeeping Operations and UNEP in addition to serving as the focal point for the implementation of the aforementioned guidelines. In that way, the Department would function in a manner similar to most United Nations agencies and regional commissions which have established internal environmental programmes that cater to their specialized needs (UNHCR, UNESCO, FAO, ILO, UNIDO, WHO, ECA, ECE).

182. The scope of the Department of Peacekeeping Operations environmental initiative is narrow when compared to the broad and in-depth scope of UNEP operations. The environment programme of the Department of Peacekeeping Operations is limited to ensuring that the peacekeeping missions operate in an environmentally friendly manner. There is neither a plan nor a requirement to upgrade the Department of Peacekeeping Operations Environmental Programme at Headquarters beyond the proposed size.

Communications and Information Technology Services

Communications Officer, Broadcasting (1 P-4)

183. This is a new requirement for a Communications Officer dedicated to and skilled in broadcasting and is based on the increasing demand for the deployment, maintenance and support of broadcasting media in field operations. The functions of the requested position do not duplicate any functions undertaken by the External Relations/Media Affairs Officer in the Office of the Under-Secretary-General of the Department of Peacekeeping Operations nor the Peace and Security Section of the Department of Public Information, which are focused on media relations, strategic communications, outreach and the substantive elements of mission planning. No capacity or means currently exists within these offices to manage the technical and logistical aspects of information operations.

184. The incumbent will be responsible for the global oversight and management of all public information operational support functions and his/her responsibilities will include:

(a) Liaising with the Department of Public Information and with public information staff in missions to ensure effective programme implementation;

(b) Drafting specific guidance, policies and standard operating procedures addressing the full range of technical and logistical-related public information support functions and activities;

(c) Monitoring of field activities and provision of global management and oversight of technical and logistical public information operational support functions and Department of Peacekeeping Operations-supported assets.

185. The proposed functions of the Communications Officer are currently undertaken through ad hoc arrangements and on a temporary basis. That is insufficient given the high priority of the function. The requirement cannot be met through redistribution/reallocation of resources within Department of Peacekeeping Operations because no capacity to manage the technical and logistical aspects of broadcasting media and information operations currently exists within the Department.

Communications Office, Video Conference Coordinator (1 P-3)

186. The legislative bodies have repeatedly requested increased use of videoconferencing and as the activity in the missions increases, the usage of videoconferencing will multiply requiring daily coordination and supervision at United Nations Headquarters. In order to address such an increase, the Department of Peacekeeping Operations plans to establish a Video Conferencing Unit within the Communication and Information Technology Service, Logistics Services Division.

187. The Unit would be responsible for the coordination of all activities of the technical support staff to ensure the delivery of services provided globally. The Unit will also provide the interface to the United Nations Logistics Base, field missions, other United Nations agencies/offices, and external entities with regard to videoconferencing and related activities. Additionally, the Unit will assist in coordinating the distribution and return of information technology equipment, and work with the network engineers in the operation and maintenance of the Wide Area Network infrastructure that supports videoconferencing.

188. The proposed unit will be headed by a Communications Officer (Video Conferencing Coordinator) at the P-3 level. Dedicated resources are required for the coordination and supervision of a Department of Peacekeeping Operations Video Conferencing Unit at Headquarters. The responsibilities of the proposed post will be:

(a) Coordination of the activities of the Video Conferencing Unit;

(b) Supervision of the technical support staff to ensure that schedules are maintained, work is equally distributed, and tasks are completed on time;

(c) Provision of guidance and instruction to junior staff on proper procedures in the use of the videoconferencing facilities and the main interface between the end-users and the technical support elements for scheduling and resource allocation;

(d) Maintenance of up-to-date information on equipment, inventory, system disposition, technologies in use, usage statistics, failure/problem logs, and other relevant data to improve overall system availability;

(e) Liaison with the field missions' office and with other United Nations offices and external entities to establish schedules, service levels, and allocate resources.

Information Technology Security Coordination Officer (1 P-3)

189. The increasing dependence on the availability of reliable and secure information and the increasing proliferation and sophistication of intruders and the tools that are available to them has highlighted an urgent requirement for the coordination of the provision and maintenance of up-to-date countermeasures to

safeguard the Department's information technology infrastructure and information. A dedicated resource is required to ensure that adequate and standardized measures are in place throughout the Department to combat this increasing threat from both internal and external parties to protect the Organization from embarrassment, financial losses and ensure confidentiality and integrity of information. The establishment of the position will be in line with the information and communications technology strategy (A/57/620), which identified security as a building block of information and communications technologies in the organization.

190. The incumbent will be responsible for coordination and oversight of global Department of Peacekeeping Operations information technology security. He/she will be responsible for ensuring that security mechanisms, practices and technologies are closely aligned and optimized in order to provide a unified and consistent environment where information can be stored, shared and transferred securely. In the absence of a dedicated information technology security capacity, the Organization will be placed at risk from potential loss of information, disclosure of organizational information to unauthorized personnel, possibly with malicious intent, and vulnerable to viruses and other forms of malicious code, intrusion attempts and denial of service attacks.

(c) **Analysis of resource requirements**

Posts	$49,287.0	$5,022.9	11.3%

191. The estimate of $49,291,000 provides for vacancy, common staff costs and staff assessment for a total of 365 posts, including 342 continuing posts and the proposed net increase of 23 posts. The variance is due to the costs of the new posts and to an increase in standard salary costs.

General temporary assistance	$3,525.6	$726.9	80.8%

Administrative Support Division

192. In the fiscal year 2002/03, resources were approved by Member States "to develop and manage the rosters, interview candidates and perform reference checks". Although the development of rosters thus was made possible, the introduction of the Galaxy web-based recruitment system has multiplied the number of applications received. The posting of generic vacancies at all times as endorsed by the General Assembly in resolution 59/296, section VIII, accompanied by information on the location of current international post vacancies in peacekeeping operations is expected to increase the average number of applications received from 140,000 to approximately 500,000. Even with a greater use of electronic tools to pre-screen candidates, handling this volume of applications in order to identify and short list possible suitable candidates in a timely manner remains a highly labour-intensive endeavour. Nonetheless, a prompt review of these applications is required as a first step in reducing high international staff vacancy rates, averaging 24 per cent, which impact directly on the effectiveness of missions in delivering their mandates. Currently, in addition to acting as a desk officer for a group of missions,

each Professional staff in the Recruitment and Placement Section recruits an average of 120 candidates per year and pre-screens an average number of 12,000 applications annually. Despite recruiting over 2,000 new international staff in the past year, additional resources are required, if the goal to reduce vacancy rates to the levels set out in the results-based budgeting (the average international civilian personnel vacancy rates for field missions to be reduced from 24 to 20 per cent for missions in a start-up, expansion or liquidation phase, and to 15 per cent (from 24 per cent) for all other field missions) is to be met.

193. Consequently, the Recruitment and Placement Section requests two P-2 and two P-3 posts under general temporary assistance to focus on managing the vacancies in missions, advertising vacancies with professional networks and partners, conduct preliminary screenings of candidates, ensuring the timely technical clearance of suitably cleared candidates, reviewing applications, communicating with candidates and conducting interviews covering the availability of highly qualified candidates, and conducting reference checks. The incumbents will be responsible for conducting a targeted search for candidates through outreach activities, by establishing contacts with other United Nations agencies, funds and programmes, as well as national recruitment agencies, professional associations, and universities to develop a network of partners for specialized rosters.

194. A dedicated resource at the P-4 level is requested to provide secretariat services to the Department's Senior Leadership Review Group and will coordinate with the United Nations Development Group/Executive Committee on Humanitarian Assistance on the identification of candidates for recruitment to Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator vacancies. The incumbent will consult with the Executive Office of the Secretary-General, the Special Adviser on Gender Issues, and the senior leadership of the Department of Peacekeeping Operations, the Department of Political Affairs and other departments. The incumbent will also provide secretariat support services to the Department of Peacekeeping Operations Succession Planning Panel and manage succession planning, vacancy management, recruitment or placement of senior mission support leadership. Under the direction of the Chief of Section the incumbent will also be responsible for the monitoring of expiration of appointments of senior mission leadership positions, and vacancy management.

195. A General Service (Principal level) post for 12 months under general temporary assistance is requested to support the secretariat of the Senior Leadership Review Board. The staff member will maintain the eminent persons' roster, the senior leadership staff list, review and update rosters and liaise with the Executive Office of the Secretary-General and the Office of Human Resources Management to ensure the timely issuance of letters of appointment and follow-through with all administrative processes related to the recruitment and administration of senior mission leadership.

196. The Contingent-Owned Equipment Working Group is scheduled to convene in February/March 2008. Nine (9) months of general temporary assistance is requested at the General Service (Other level) level to support the working group. The national cost data from all Member States is expected around July 2007, and the requested staff member will provide the needed administrative support in tabulating the data received and to support the preparatory work of the Working Group.

197. General temporary assistance at the P-3 level for 12 months is requested for the development of a standardized cost centre budgeting model by the Finance Management and Support Service of the Administrative Support Division. A Financial and Budget Analyst is required to assist in the finalization of the model with the deliverables:

(a) The framework and outline specification;

(b) The staff costing spreadsheets;

(c) The contingent-owned equipment and troop-costing spreadsheets;

(d) The Standard Cost and Ratio Manual (updated further and issued in July 2005). The incumbent will work with existing staff in missions and in the Finance Management and Support Service to conclude the project according to the specifications.

198. The systems and procedures for the memorandums of understanding, the contingent-owned equipment and claims process are many, diverse and poorly coordinated. Although the Finance Management and Support Service maintains the memorandums of understanding and claims databases, a verification report database maintained by the Logistics Support Division exists and is used by the missions. In addition to those systems, missions utilize the Force Generation Service (FGS) troop spreadsheets from the Chief Military Planning Officer and the troop-reporting spreadsheets in the missions. Consequently, the overall process is fragmented with no office designated with overall responsibility and control, resulting in inefficiencies due to manual re-entry of data. Obtaining information or reports is also largely a manual exercise.

199. In order to overcome some of those inefficiencies, the Finance Management and Support Service proposes to develop a detailed requirements specification for the whole system and on that basis to seek software solutions from vendors for a web-based system common to all users. Ownership and roles could be reallocated across the system to achieve the most efficient process and that definition would be part of the design of the optimal process. For that project the services of a P-4 level business analyst is requested for nine months in 2006/07 to assess the requirements for the automation of manual contingent-owned equipment processes in missions and in Headquarters. The incumbent would analyse and develop the requirements specification, the optimal process and the relevant responsibilities and roles of each element in the process chain.

200. In order to provide adequate support to troop-contributing countries, especially new emerging troop-contributing countries, in 2006/07 through continuous briefings and clarifications of the contingent-owned equipment process and to maintain the established output of processing contingent-owned equipment and death and disability claims within 6 months and 90 days, respectively, additional temporary resources are being sought to augment the Memorandum of Understanding and Claims Management Section to assist in handling the workload of the Service. A workload analysis reveals that additional resources at the Professional and General Service levels are required to achieve the goals of the section working under normal conditions. Consequently, a P-3 level Claims Officer and a General Service (Other level) Claims Assistant is requested under general temporary assistance.

	Cost estimates	*Variance*	
Consultants	$1 206.0	$985.0	445.7%

201. The consultancy requirements for the period 2006/07 are set as follows:

Expertise	*Person-month*	*Amount (US dollars)*	*Output reference*
Leadership Capacities Development/Human Resources Management (Administrative Support Division)	4	46 000	—
Conditions of Service Report/Human Resources Management (Administrative Support Section)	6	48 000	—
Review of fuel operations (Logistics Support Division)	8	64 000	Preparation of statement of work, conduct of technical evaluation for establishment of 18 systems contracts (Supply 10, engineering 8)
Information Technology/Google Earth (Logistics Support Division)	8	64 000	Establishment of an online Geographic Information System for satellite imagery in MONUC and UNMIS
Supply Services Review (Logistics Support Division)	36	288 000	Development of contract performance quality assurance procedures with particular focus on fuel and rations management in the field missions
Vendor assessment (Logistics Support Division)	45	360 000	Development of contract performance quality assurance procedures with particular focus on fuel and rations management in the field missions
Air operations review (Logistics Support Division)	12	96 000	Visits to 13 peacekeeping missions and United Nations Logistics Base to review the factors affecting aviation safety and identify remedial action
Aviation quality assurance (Logistics Support Division)	6	48 000	Visits to 13 peacekeeping missions and United Nations Logistics Base to review the factors affecting the aviation safety and identify remedial action
Aviation database development (Logistics Support Division)	24	192 000	—
Total		**1 206 000**	

202. A provision of $46,000 is sought by the Administrative Support Division for a four-month consultancy to develop a comprehensive approach to strengthen senior leadership capacities in peace operations, including building on the best practices

within the system for selection of a Resident Coordinator through the management development centre assessment centre process.

203. An amount of $48,000 is requested to hire a consultant for six months in the Human Resource Planning Section of the Personnel Management and Support Service to assist with the preparation of the comprehensive report on conditions of service in the field requested by the General Assembly at its sixty-first session. The consultant will support the work of the Personnel Management and Support Service and the Office of Human Resources Management staff through the collection and analysis of data from other United Nations field agencies, funds and programmes on conditions of service, as well as providing external expertise and comparative analysis and recommendations on related issues and best practices from other governmental and field-based operations. These elements will be an integral component used in the development of any proposals on changes to contractual status and conditions of service.

204. A provision of $64,800 is requested to hire a consultant for eight months to undertake a review of fuel operations of the Department of Peacekeeping Operations. Fuel is a major expenditure item, and in the past fraud has been reported in the management and distribution of fuel in field missions. The Department has taken steps to mitigate such instances, but as fuel management and distribution is a highly specialized technical area, the need for external expertise to review the fuel operations and provide specifications for fuel equipment that will enhance the fuel management in field missions is viewed as a more optimal arrangement.

205. The consultant will identify risk areas in field fuel operations and equipment installed in the missions, and adapt best practices in the industry to United Nations requirements. The consultant will also undertake technical reviews of the current system contracts with emphasis on appropriateness and the required safety levels for storage of fuel, and write technical specifications for a wide variety of sophisticated state-of-the-art fuel equipment for induction in the field. The Board of Auditors in paragraph 263 of their report has recommended that the Department of Peacekeeping Operations address all the matters highlighted in the internal audit and investigation reports and implement corrective measures in order to improve the overall management of fuel in peacekeeping missions. That consultancy will address the improvement of overall management of fuel in the field missions.

206. The Department of Peacekeeping Operations has obtained a Google Earth system. The system is capable of integrating various resolutions of satellite imagery to produce online image maps for use by the Department of Peacekeeping Operations for those ongoing missions such as MINUSTAH, MONUC, ONUB, ONUCI, UNMEE, UNMIL and UNMIS. The high-quality and high-resolution maps that are extracted from the Google Earth system are an integral part of presentations to the Security Council required. As that highly sophisticated system requires specialized skills, it has not been operational owing to lack of such manpower in the Cartographic Section.

207. An amount of $64,800 is requested for the Department to hire a consultant, who will install the system, process and manage the satellite imagery along with editing various Geographic Information System layers for boundary, place names, key features, situations and operational information to produce image maps for use by the United Nations. Once the system is operational, the image maps will be

available online to staff as well as the Security Council. It is anticipated that eight work-months are required for the consultant to complete the above task.

208. An amount of $288,000 is required for three independent consultants in separate areas to conduct reviews of the Department of Peacekeeping Operations supply services. The peacekeeping missions have high troop and personnel deployment at multiple and far-reaching locations throughout the mission area. This has necessitated the Organization to undertake contracts to support the deployment at various locations. The services under contract include camp services, complex rations and fuel distribution arrangements, security equipment and services, etc. Those contracts have become highly complex and technical requiring careful review and negotiations. The Department does not possess the technical expertise in all areas and therefore consultants are required to review current business models for those support services and to study the feasibility of the various delivery models now used by the Organization, from partial United Nations/partial contractor-provided services to full contractor-provided turnkey services, as well as whether to study regional integration of supply support services are appropriate. Quality assurance surveillance practices for each of those services would also be reviewed for application to all aspects of service provision. The Department will immensely benefit from such review and the utilization of those consultants is a clear demonstration of the Department's proactive approach in reviewing and improving its systems and business models in the light of the Office of Internal Oversight Services management review of 2005.

209. It is estimated that the three consultants for 12 work-months each is required to accomplish the task. In paragraph 3, section XXII, of its resolution 59/296 the General Assembly requested the Secretary-General to undertake a cost-benefit analysis of the use of an independent inspection mechanism to verify the fulfilment by contractors and vendors of all contract specifications regarding quality, hygiene and delivery plans. The consultancy will also address the issue of fulfilment of contractor's specifications and help the Organization to formulate better contracts for efficient service in peacekeeping missions.

210. A provision of $360,000 has been requested for neutral third party assessment of the level of compliance by the parties (vendors) to the Department of Peacekeeping Operations contracts. The consultant(s) will inspect contractor sources (e.g., food) and facilities for adherence to quality control principles as stated in its proposal. That is a global consultancy that will visit 15 missions and significant vendors with high dollar-value contracts, principally for fuel and rations.

211. For an independent review of Department of Peacekeeping Operations aviation operations, an amount of $90,000 for consultancy services is requested because of the objectivity and expert knowledge such service would provide. The current Air Transport Section lacks the manpower to conduct such a review. The ICAO undertook a review of the Department of Peacekeeping Operations aviation operations in the first half of 2000 and recommended a follow-up review be undertaken. The follow-up review by ICAO is essential on the current aviation standards and practices of the Department of Peacekeeping Operations and is necessary to ensure that the Department continues its full compliance with the internationally recognized standards of ICAO. The Air Transport Section is requesting that a team from ICAO Air Navigation Bureau be employed to review and undertake an in-depth examination of the system of aviation management within

the Department in order to provide recommendations for improving its management and the safety of its air operations while applying the current trends/changes in the aviation industry. The team will review and assess the Department's aviation support services at United Nations Headquarters, including aviation operations, safety structures and aviation management practices in order to identify any deficiencies in current policies and practices that may potentially affect safe, efficient and effective management of air transport services in peacekeeping and recommend change and/or remedial measures, where necessary. In its 2004 report (A/59/5 (Vol. II), para. 144) the Board of Auditors recommended that a risk assessment be performed, with a view to developing a plan, to perform aviation assessments on a more regular basis.

212. Pursuant to the Office of Internal Oversight Services audit (AA 99/347) of safeguarding air safety standards while procuring air services for the United Nations peacekeeping missions and in order to improve the Department of Peacekeeping Operations quality assurance programme in the field missions and the recommendations of the Board of Auditors, it is necessary to review current practices on aviation quality assurance and technical compliance. The review will determine strengths and weaknesses of its current programme and provide recommendations while applying current international trends/changes to the Department of Peacekeeping Operations aviation industry. The Air Transport Section is requesting $48,000 for six months of consultant services, with expertise in the aviation industry to perform the necessary review and assessment of the Department's quality assurance programme to ascertain that such practices are in accordance with current international standards and make appropriate recommendations for Aviation Quality Assurance and Standards to receive ISO 9001 Certification.

213. Pursuant to recommendation 174 outlined in the Board of Auditors report and in order to increase the effectiveness of the Air Transport Section, it is necessary to establish an inventory of the aviation activities of the Department of Peacekeeping Operations, collecting and analysing data readily available to the field missions and Headquarters when required. Since that task is technical and specialized in nature involving identification of requirement, review of ICAO and industry standards and their adaptation to Department of Peacekeeping Operations requirements, international requirements for reporting, trend analysis and continuous surveillance programme including data in support of incident and accident investigations, the services of consultants will be required to accentuate the database. It is estimated that the work will be completed in 24 work months, amounting to $192,000.

214. The enhanced database will be available both at United Nations Headquarters and field missions and will be designed in line with the best practices in the aviation industry to address the unique needs of the aviation operations of the Department of Peacekeeping Operations. The database will include information related to the Department's aviation quality assurance programme, the baseline against which air carrier activities is measured. In addition, sets of interrelated or interacting activities which transform input into outputs would achieve focused and prioritized improvement opportunities. Recording of deviations from policy and operational standards with the necessary analysis, and correction of deviations will be made easily available. Information on the aircraft usage report (e.g., flight hours, fuel consumption, incident reports, security updates) in line with the ICAO and industry standards would facilitate the reporting of information to ICAO and other regulatory

bodies. The database will also be used for recording vendor performance and assist in pre-qualification of vendors for aviation contracts. In addition, compliance activities during the conduct of current operations and subsequent analysis of aviation performance and trends will be made available, easily providing reliable information on the Department's aviation programme. The database will also be used as the source of information for the automated production of "brief reports". Those reports benefit contract management, safety of operations and risk management in field missions.

	Cost estimates	Variance	
Official travel	$2 108.8	$2 580.4	299.1%

215. The travel requirements for the 2006/07 period are as follows:

Type of travel	Amount (thousands)	Purpose and justification
Miscellaneous travel (Office of the Assistant Secretary-General)	95 800	
Technical support (Conduct and Discipline Team)	83 300	Visits to 16 field missions and United Nations Logistics Base to conduct workshops for senior management and provide policy direction and technical advice
Mission planning assessment consultation (Administrative Support Division)	229 100	Provision of direct personnel administrative support to approximately 9,000 international staff in the field in all peacekeeping operations, 16 special political missions offices and United Nations Logistics Base
Technical support (Administrative Support Division)	479 100	Deployment of mission assist (Target) teams to 10 missions to address the technical, administrative and technical human resources management needs of a mission at a particularly critical time; familiarization of visitors to occupational groups relevant to peacekeeping operations; provision of guidance to 33 field missions on the implementation of financial rules, policies and procedures, including results-based budgeting
Audit-related travel (Administrative Support Division)	63 800	
Conferences (Administrative Support Division)	18 400	
Mission planning assessment consultation (Logistics Support Division)	597 200	Guidance in planning of logistics support requirements for 17 peacekeeping missions, 16 special political missions, and

Type of travel	Amount (United States dollars)	Output reference
		United Nations Logistics Base: development of contract performance quality assurance procedures with particular focus on fuel and rations management in the field missions; review and approval of the vehicle acquisition plans to achieve established personnel-to-vehicle ratios in the missions; conduct of aviation operations assessment visits to 13 peacekeeping operations; and quality assurance and technical compliance review visits to 5 peacekeeping operations
Technical support (Logistics Support Division)	126 600	Development and the installation of mission electronic fuel accounting system in 7 mission locations
Conferences (Logistics Support Division)	150 000	
Vendor evaluation (Logistics Support Division)	67 000	
Total	**2 108 800**	

216. A provision of $95,800 is requested for travel by staff from the Office of the Assistant Secretary-General. That will enable the conduct review of support challenges in UNMIS, UNMIK, UNOMIG, ONUCI, UNMIL, MINURSO and attendance at meetings with current and proposed troop-contributing countries to strengthen support for and increase participation in peacekeeping operations. The request will also provide for attendance at miscellaneous conferences on peacekeeping-related issues and for travel to planned consultation visits with senior-level representatives of Member States.

217. The Headquarters Conduct and Discipline Unit will be required to travel to field missions to provide oversight on conduct issues, consult with local Conduct and Discipline Teams on the ground and conduct training on disciplinary procedures, as well as give policy direction and technical advice to missions. For travel in relation to these activities, a provision of $81,300 is requested.

218. An amount of $228,100 is requested for travel to conduct mission planning, assessments and consultations in the Administrative Support Division. Human resource specialists from the Personnel Management and Support Service will travel to missions to provide support and advice on organizational issues, staffing table and job design in the context of technical assessment and planning in connection with new or revised mission mandates. Based on a needs analysis and the audit recommendations of oversight bodies, the Office of Human Resources Management and the Personnel Management and Support Service will collaborate on establishing a self-evaluation capacity and undertake mission monitoring visits to focus on the range of human resources responsibilities exercised by the mission, including

delegation of authority, with the purpose of offering support and guidance or taking other managerial measures, as might be required. The Personnel Management and Support Service will also conduct career development support visits in order to provide advice and support to staff on managing their careers and realistically reviewing their possibilities for service in United Nations peace operations. Finally, that type of travel will also include mission monitoring and assessment visits by the Director of the Administrative Support Division to conduct reviews and to provide in-situ consultations with senior management and staff.

219. A provision of $479,100 is requested by the Administrative Support Division to provide technical support to peacekeeping missions. That will include recruitment and administrative support in addressing the historical recruitment and retention difficulties of missions (where applicable), as well as assistance with proactively responding to evolving human resource needs stemming from the evolution of the mission mandates. The Personnel Management and Support Service will also provide outreach recruitment technical support missions to attract and recruit highly qualified candidates for peace operations. The requested provision will also enable the Personnel Management and Support Service to facilitate the creation of peace operations management development/assessment centres as well as to conduct planned IMIS implementation and training visits to set up, test and prepare missions for IMIS deployment to enable the further exercise of delegated administrative authority in the field.

220. Based on a needs analysis on the audit recommendations of oversight bodies, a provision of $43,800 is sought to brief the Board of Auditors on Department of Peacekeeping Operations applicable Rules and Regulations. Follow-up visits to assess progress on the implementation of audit recommendations will also be conducted.

221. The requested provision of $18,400 will allow the Personnel Management and Support Service to participate in the annual budget workshop and to conduct a human resources workshop in United Nations Logistics Base designed for managers in field operations to address human resources systems and procedures and to share best practices/lessons learned in the recruitment and retention of high-quality staff for peacekeeping missions.

222. For the Logistics Support Division a provision of $597,200 is requested to undertake travel to review logistics operations in the mission and provide guidance on mission planning, and predeployment visits to troop-contributing countries. That expenditure will assist in better management of mission resources.

223. The requested provision for travel to provide technical support ($326,600) will enable the Logistics Support Division to assist missions in the installation of the mission electronic fuel accounting system, development of contract-performance and quality-assurance procedures, development of overall Information Technology and Communications security policy, assessment of current Information Technology and Communications structure in the missions.

224. An amount of $150,900 is requested for travel to attend various conferences on Information Technology and Communications, aviation security and the annual Chief Administrative Officers conference. The requirement of $87,600 will provide for travel to undertake technical assessment of vendors.

225. The variance of $1,580,400 is due primarily to the inclusion of mission-specific travels under the support account which in previous years was included in the mission budgets.

4. Military Division

(a) Results-based framework

Expected accomplishments	Indicators of achievement
Ability of the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to make fully informed decisions on issues regarding peacekeeping	1.1 Security Council resolutions incorporate recommendations on military issues in establishing potential or adjusting existing peacekeeping operations

Outputs

- Provision of advice to Member States, regional international organizations, United Nations entities and other peacekeeping partners on military aspects of peace negotiations, agreements, and peacekeeping operations, including strategic and operational planning, and on the implementation of military aspects of peacekeeping operations
- 41 private (Security Council requested) and informal meetings with troop-contributing countries to discuss new, anticipated developments and changes of mandate in peacekeeping missions
- Military concepts of operations for all potential and adjusting peacekeeping operations
- 20 coordination meetings to increase the standardized interfaces in use with peacekeeping partners
- Participation in 15 seminars on utilization of military capacity in peacekeeping operations with regional organizations, policy centres and think tanks
- Participation in 10 seminars and provision of briefings to Member States and peacekeeping partners on the concept of enhanced rapidly deployable capacities and enhancement of African peacekeeping capacity
- Revision of policy directive on use of force in peacekeeping operations

Expected accomplishments	Indicators of achievement
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Number of units at the rapid deployment level of the United Nations standby arrangements system increased from 10 estimated for 2005/06, to 15 in 2006/07 (target 2007/08: 17)

Outputs

- Updated databases on the United Nations standby arrangements system, the on-call list and senior appointments pool
- 50 briefings to potential and current troop-contributing countries on the standby arrangements system, commitment at the rapid deployment level, the on-call list, and senior appointment pool
- A generic standard operating procedure for all United Nations military components in peacekeeping missions as a second phase to the standard operating procedure for United Nations force headquarters

Expected accomplishments	Indicators of achievement
Increased efficiency and effectiveness of peacekeeping operations	3.1 80 per cent of all military observers and staff officers complete Department of Peacekeeping Operations or nationally recognized training prior to deployment to peacekeeping operations (target 2007/08: 75 per cent)
	3.2 Implementation of all field mission-related recommendations that are published in the evaluation reports of military or civilian police components in peacekeeping missions

Outputs

- Strategic guidance to Senior Military Mission Leaders, including organization of working visits to United Nations Headquarters when needed
- Daily monitoring of and support to all military units
- Deployment of military forces, observers and Headquarters staff, with emphasis on achieving gender balance
- Management and administration of all individual and contingent deployments, rotations, and repatriations
- Inspections and training needs assessments of 5 existing and emerging troop-contributing countries
- 4 evaluation reports of military or civilian police components in peacekeeping missions
- 10 predeployment induction and post-appointment briefings for senior military personnel
- Revision of Force Commander Directives for 7 ongoing field missions
- 3 intermission cooperation meetings and 1 Conference of heads of military components of missions to further enhance the intermission cooperation of peacekeeping operations

External factors

Member States will contribute the required military components to peacekeeping missions, and resources will be provided in a timely manner to effect deployment

(b) Human resource requirements

Category	Regular budget		Extrabudgetary			UNDP		Total	
	2005-06	2006-07	2005-06	2006-07	Change	2006-07	Change	2005-06	2006-07
Professional and above									
D-2	1	1						1	1
D-1			1	1				1	1
P-5	1	1	4	3	(1)			5	4
P-4			45	36	(9)			45	36
P-3			12	9	(3)			12	9
Subtotal	2	2	62	49	(13)			64	51
General Service									
Other level	2	2	18	14	(4)			20	16
Subtotal	2	2	18	14	(4)			20	16
Total	4	4	80	63	(17)			84	67

[a] Transfer of 20 posts from the Training and Evaluation Service to the proposed Integrated Training Service.

[b] In accordance with General Assembly resolution 59/296, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Estimates 2005-06	Estimates 2006-07	Total requirements 2006-07	Increase/(decrease) Amount (2006-07 vs. 2005-06)	Increase/(decrease) Percentage (2006-07 vs. 2005-06)
I. Post resources	13 443.6	12 894.2	9 675.0	(3 768.2)	(28.0)
II. Non-post resources					
Consultants	750.5	89.7	521.4	(228.3)	(30.4)
Official travel	1 749.6	1 331.6	724.1	(1 025.5)	(58.6)
Other supplies, services and equipment	561.0	617.0		(617.0)	(100.0)
Subtotal, category II	2 921.4	2 247.5	781.5	(1 466.8)	(65.2)
Total	19 467.0	14 731.7	10 656.5	(4 075.2)	(27.6)

(d) **Justification of variance in number of post(s)**

Posts to be redeployed

Training and Evaluation Service

226. In accordance with the proposed creation of an Integrated Training Service under the Change Management Unit of the Office of the Under-Secretary-General for Peacekeeping, it is requested that 20 posts (1 P-5, 9 P-4, 6 P-3 and 4 General Service (Other level)) of the Training and Evaluation Service be transferred to the newly established Integrated Training Service.

(e) **Analysis of resource requirements**

	Cost estimates	*Variance*	
Posts	$9,875.0	($2,589.2)	(20.8%)

227. The estimate of $9,875,000 provides for salaries and common staff costs for 60 continuing posts. The variance of $2,589,200 is attributable to the transfer of 20 posts to the Integrated Training Service, marginally offset by an increase in standard salary costs.

	Cost estimates	*Variance*	
Consultants	$67.4	($21.3)	(24.0%)

228. The consultancy requirements for the period 2006/07 are set as follows:

Expertise	*Person-months*	*Amount (United States dollars)*	*Output reference*
Mission assessment (military and civilian police components)	4	67,400	4 evaluation reports of military or civilian police components in peacekeeping missions
Total		**67,400**	

229. The requested amount of $67,400 will enable the Military Division to hire four consultants/experts for a period of one month each to conduct mission evaluations and provide impartial and objective reports on the ability of military and police components in specific field missions to contribute to the implementation of Security Council resolutions.

230. Their evaluation reports will provide the Department of Peacekeeping Operations with an assessment and internal evaluation mechanism to assist in the effective management of field missions.

	Cost estimates	*Variance*	
Official travel	$714.1	($807.7)	(53.1%)

A/48/727

211. The additional travel requirements are set out below:

Travel to	Number of trips	Justification
Mission planning and assessment consultations	[illegible]	[illegible]
Technical consultations and briefings to the Security Council	[illegible]	[illegible]
Technical seminars	[illegible]	[illegible]
Total	[illegible]	

212. An amount of $[illegible] is required for the Military Division for travel of officials to provide strategic advice guidance to United Nations military officials in mission headquarters, for in-house briefings, meetings of delegations for all missions without mandate or for the renewal, as well as for [illegible] that have undergone significant developments. The consultations, a number of [illegible] composition of delegations envisaged, as well as standard operating procedures for all force headquarters, will give opportunities [illegible] to conduct negotiations and briefings with representatives of existing and emerging troop-contributing countries which will be identified to provide additional representation groups.

213. For the Military Division's liaison or participation in [illegible] consultations with external entities, [illegible] is required. This will enable a limited number of the Military Division to travel to [illegible] with representatives from the African Union, [illegible] the African [illegible] integration and development organizations in [illegible] security issues as well as provide for travel by Military Division participants to workshops aiming at establishing a United Nations/African Union [illegible] military aspects of peacekeeping operations, including [illegible] such as the Economic Community of West African States, North Atlantic Treaty Organization, the Security Forces of the African Union, and [illegible] to foreign ministries, [illegible] the Organization [illegible] and [illegible] the Permanent Missions [illegible]

- Distribution of revised guidelines for the deployment of formed police units to 5 peacekeeping missions (UNMIL, MONUC, UNOCI, MINUSTAH and UNMIK)
- 7 visits to police-contributing countries to provide advice on a national pre-selection mechanism for the deployment of individual police and formed police units
- Participation in 7 seminars, workshops and conferences on police aspects of peacekeeping operations with Member States, regional organizations and research institutes
- Distribution to the Member States of a midterm report on the performance of standing police capacity
- Organization of 4 police contributors meetings on implementation of the standing police capacity, police selection guidelines, formed police units, police gender issues
- Organization of mission-specific police contributors meetings on 4 peacekeeping missions (UNMIL, MONUC, UNOCI, MINUSTAH, UNMIK, UNAMSIL, UNOTIL, UNMIS, and UNOB)

Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	1.1.1 Reduction in time required for the initial deployment of police from 90 days in 2003/04 to 45 days in 2004/05 to 30 days in 2005/06
	1.1.2 Establishment of a fully deployable standing police capacity of 125 officers deployable within 7 days after a Security Council mandate
	1.1.3 Establishment of personnel from the standing police capacity immediately after a Security Council mandate

Outputs

- 25 meetings by Member States on the standing capacities, police issues, crisis deployment of police, standing police capacity and formed police units
- 50 visits to police-contributing countries to provide advice on the selection and deployment of individual police as well as formed police units
- Development of job classifications (modules) and recruitment for the standing police capacity
- Development of a standard operating procedures for the standing police capacity
- Training for the standing police capacity (United Nations police management structures, force police reforms and development, and local police capacity enhancement)

Increased efficiency and effectiveness of peacekeeping operations	1.2.1 Mission-adapted transition/implementation plans for police components in 9 missions (MINUSTAH, UNMIK, UNMIL, UNOCI, MONUC, UNOB, UNMIS, UNOTIL and UNOMIG)
	1.2.2 75 per cent of mission stakeholders in a survey indicate that the quality of police officers is very good

- Recruitment and management of compliant, experienced and retrenched 7,000 police
- Provision of advice to ministries on restructure and capacity-building of the local police
- Development of the Department of Peacekeeping Operations policy on police reform, restructuring and rebuilding national police
- Operational visits to 8 missions (UNMIS, UNMIK, MONUC, UNIFIL, UNOMIG, UNOCI and MINUSTAH)
- Organization of police commissioners' conference on lessons learned and best practices on police-related issues
- Predeployment induction and post-appointment briefings for senior police officials of 8 missions (UNMIS, UNMIK, MONUC, UNIFIL, UNOMIG, UNOCI and MINUSTAH)
- Revision of police commissioner directives for 7 missions (UNMIL, UNMIK, MONUC, UNMIL, UNOMIG, UNOCI and MINUSTAH)
- 2 reports (MINUSTAH and UNMIL) on the status of rule of law through application of the rule of law index, which is an independent empirical tool to measure various aspects of the rule of law in a post-conflict society
- 1 report on the deployment of the standing police capacity to MINUSTAH and UNMIL

External factors

Member States and peacekeeping partners will provide the required political and resource support

(b) Human resource requirements

Category	Previously authorized	Proposed	Variance	Total
Professional and above				
Subtotal	21	40	25	21 40
General Service				
Subtotal	3	—	2	3 —
Total	24	52	27	24 52

[illegible] [illegible] [illegible] [

(c) **Financial resource requirements**

(Thousands of United States dollars)

Category	Expenditure (2004/05)	Apportionment (2005/06)	Cost estimates (2006/07)	Variance Amount	Variance Percentage
I. Post resources	1 702.2	1 472.2	1 653.4	230.1	15.6
II. Non-post resources					
Consultants	93.4	20.0	34.0	(14.0)	(70.0)
Official travel	14.1	67.5	213.5	(146.0)	(216.3)
Communications			67.4	(67.4)	
Information technology			164.9	(164.9)	
Medical			2.1	(2.1)	
Other supplies, services and equipment			10.9	(10.9)	
Subtotal, category II	153.9	107.5	1 170.7	1 063.2	989.0
Total, categories I-II	1 856.2	1 579.7	1 824.1	1 044.4	181.6

(d) **Justification of new post(s)**

Standing police capacity

237. In its resolution 60/1 on the 2005 World Summit Outcome, the General Assembly endorsed the creation of an initial operating capability for a standing police capacity to provide coherent, effective and responsive start-up capability for the policing component of the United Nations peacekeeping missions and to assist existing missions through the provision of advice and expertise. A total of 27 staff (1 D-1, 2 P-5, 14 P-4, 8 P-3, and 2 General Service (Other level)) is requested for the standing police capacity. The requests for these posts together with its detailed justifications has been provided in the programme budget implications (A/60/533/Rev.1) of the Outcome Document. In follow-up to the outstanding issue of the duty stations of the standing police capacity, Headquarters in New York has been chosen as the initial base and the Special Committee on Peacekeeping Operations has been informed of the decision and has no objections. Hence, the requests for post and non-post resources have been estimated on the basis of 12 months requirements based in New York. The request is in line with the recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/60/7/Add.12, para. 64) that requirements for the standing police capacity be reflected in the proposed budget for the support account for peacekeeping operations for 2006/07. It should be noted that the costs as detailed in document A/60/533/Rev.1 were estimated only for a six-month period, i.e., January to June 2006.

(c) **Analysis of resource requirements**

Posts	$6 853.4	$2 981.2	77.8%

239. The estimate of $6,853,400 provides for salaries and common staff costs for 36 continuing posts and the 27 new posts requested for the standing police capacity. The variance is due to the costs of 27 new posts.

Consultants	$54.0	$14.0	35.0%

239. The consultancy requirements for the period are set as follows:

Police reform and restructuring	1	54 000	Development of the Department of Peacekeeping Operations policy on police reform, restructuring and rebuilding national police
Total		**54 000**	

240. The requested amount of $54,000 will provide for the Police Division to engage an expert consultant to develop policies on reform, restructuring and rebuilding of national police services, the selection, vetting and recruitment of law enforcement personnel in post-conflict situations, as well as for gender programmes, projects and activities for community policing to be used by the United Nations, including field missions and the standing police capacity. There is limited available expertise in the Department of Peacekeeping Operations to develop such policies and the consultancy is required for their expertise on these matters. The consultant is expected to be hired for a period of six months.

Official travel	$817.3	$743.0	100.1%

241. The travel requirements are set out in the table below:

Type of travel	Amount (United States dollars)	Purpose
Technical support	644,200	To assist in police-contributing countries to provide advice on the selection and deployment of individual police as well as formed police units
Mission planning assessment/ consultation	119,400	Operational visits to 8 missions, a result of the deployment of the standing police capacity to MINUSTAH and UNMIS
Political consultations/coordination with external entities	44,980	Provision of advice to Member States and legislative bodies on policies and procedures regarding United Nations police; 20 visits to police-contributing countries to provide advice on the selection and deployment of individual police as well as formed police units
Participation in seminars and conferences	7,000	Participation in 7 seminars, workshops and conferences on police aspects of peacekeeping operations with Member States, regional organizations and research institutes
Total	815,980	

242. An amount of $644,200 is requested for Police Division travel to provide technical support to missions and to police-contributing countries to provide advice to Member States on the development of mechanisms to enhance the capacity of Member States to support the strategic mission of the United Nations to build institutional police capacity in post-conflict societies, particularly with regard to the selection and deployment of individual police and formed police units. That request will also cover travel costs related to two deployments (2 x $179,000) of the standing police capacity to missions.

243. The request for $119,400 will provide for staff from the Police Division to travel to current and potential peacekeeping missions with the aim of developing or revising concepts of operations during planning and assessment of missions to ensure that police components do not remain static and that the operations of police components reflect the progress on the ground, as well as developments and needs of the local police institution. It will cover travel costs relating to the travel of the Chief of the standing police capacity to missions to direct activities and to conduct assessments of ongoing and potential operations.

244. For travel in relation to political consultations and coordination with external entities, an amount of $44,980 is requested. That will provide for travel of staff from the Office of the Police Adviser to Governments of police-contributing countries and to international organizations, such as the Organization for Security and Cooperation in Europe and the European Union, to meet with senior level officials to strengthen cooperation and coordination on policing issues in peacekeeping missions.

245. The amount of $7,000 is requested for travel in relation to participation in seminars related to police aspects of peacekeeping with policy centres, think tanks, universities and Member States.

246. The increase in estimated travel expenses is attributable to the inclusion of mission-specific travel under the support account and to the travel expenses related to the standing police capacity, which were not included in the 2005/06 budget.

	Cost estimates	Variance
Information technology	$164.8	$164.8

247. The requested provision of $164,800 for information technology will provide for acquisition of information technology equipment for the standing police capacity. An amount of $104,200, which was also included in A/60/355/Rev.1, will provide for portable computers and printers for the Professional staff of the standing police capacity, as well as for digital senders and software licences.

248. In addition, a request for recurrent costs for each deployment amounting to $30,300 per deployment of the standing police capacity (totalling $60,600 for the year for two deployments) is requested. This provision is intended to ensure that the standing police capacity is properly equipped for assignments whereby its personnel are among the first peacekeeping personnel on the ground, and relevant equipment and tools are required to initiate immediate start-up operations, the creation of police headquarters and other offices, and identification of local police infrastructure, such as optical disks, special maps and satellite imagery.

	Cost estimates	Variance
Medical	$2.1	$2.1

249. This request for $2,100 for medical equipment was also included in the programme budget implication document (A/60/355/Rev.1), and will provide for emergency trauma bags to be used by the standing police capacity.

	Cost estimates	Variance
Other supplies, services and equipment	$50.9	$50.9

250. In the context of the programme budget implications (A/60/355/Rev.1) of the Outcome Document, $20,800 was requested for special equipment and other supplies required during the establishment of the standing police capacity. That request is reiterated, and in addition, a provision of $30,100 is requested for the estimated recurrent costs of miscellaneous supplies needed for two deployments of the standing police capacity. Those supplies include stationery and office supplies, uniforms and personnel protection equipment.

6. Mine Action Service

(a) Results-based framework

Expected accomplishment 1	Indicator of achievement
Ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to make fully informed decisions on issues regarding peacekeeping	1.1 Security Council resolutions incorporate the Secretary-General's recommendations on mine action and explosive remnants of war during establishment of, or adjustments to, peacekeeping operations

Outputs

- 10 briefings to 25 Member States and 10 briefings to individual Member States on mine action and explosive remnants of war
- Presentations and/or representation in 4 international forums related to mine action and explosive remnants of war
- Compilation of the Secretary-General's annual report to the General Assembly on mine action, in collaboration with United Nations agencies
- Contributions to mine action sections of the Secretary-General's reports to the Security Council on MONUC, UNUB, UNMIS, UNIFIL and UNMEE
- Annual report on the Mine Action Service's activities, including programmes partly funded by assessed contributions
- Development and/or updating of contingency plans, in collaboration with United Nations agencies, for 2 potential peacekeeping operations
- Updating of E-mine website, sustaining 40,000 usage sessions per month, with mine action reports, public information materials and operational data from 5 mine action programmes in peacekeeping operations

Expected accomplishment 2	Indicator of achievement
Rapid deployment and establishment of peacekeeping operations, in response to Security Council mandates	2.1 Deployment of mine action assets to support mission within 14 days of Security Council resolution

Output

- Training exercise that tests the United Nations Framework for Mine Action Planning and Rapid Response with United Nations agencies and non-governmental organization partners and subsequent updating of the Framework

Expected accomplishment 3	Indicator of achievement
Increased efficiency and effectiveness of peacekeeping operations	3.1 Memorandums of Agreement and amendments for mine action projects to be signed in a timely manner from date of project need identified (2005/06: 60 days; target 2006/07: 45 days; target 2007/08: 35 days)

Outputs

- Advice on and approval of work plans for 5 (MONUC, ONUB, UNMIS, UNIFIL and UNMEE) mine action programmes
- Biannual assessment and recommendations regarding efficacy of mine action programmes in 5 missions (MONUC, ONUB, UNMIS, UNIFIL and UNMEE), including annual technical mission and review of memorandum of understanding with troop-contributing countries providing mine action resources
- Inclusion of project proposals for mine action activities in 5 (MONUC, ONUB, UNMIS, UNIFIL and UNMEE) mine action programmes in the United Nations Mine Action Portfolio
- Annual review of best practices and lessons learned, technical mission reports and development and electronic posting of mission-specific work plans for 5 missions (MONUC, ONUB, UNMIS, UNIFIL and UNMEE)
- Provision of training of trainers, materials and technical oversight for landmine safety briefings in collaboration with United Nations agencies in 2 mission areas, including advice on production of training and awareness materials

External factors

Adequate financial resources will be available to support sustained mine action operations

(b) Human resource requirements

Category	Regular budget		Temporary posts: Support account			Other		Total	
	2005/06	2006/07	2005/06	2006/07	Change	2005/06	2006/07	2005/06	2006/07
Professional and above									
D-2	—	—	—	—	—	1	1	1	1
P-5	—	—	—	—	—	2	2	2	2
P-4	—	—	3	3	—	4	4	5	5
P-3	—	—	1	1	—	8	8	11	11
Subtotal	—	—	4	4	—	15	15	19	19
General Service									
Other level	—	—	1	1	—	6	6	7	7
Subtotal	—	—	1	1	—	6	6	7	7
Total	—	—	5	5	—	21	21	26	26

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Apportionment (2005/06) (2)	Cost estimates (2006/07) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	726.9	706.0	737.0	31.0	4.4
II. Non-post resources					
Official travel			92.2	92.2	
Subtotal, category II	—	—	**92.2**	**92.2**	—
Total	**726.9**	**706.0**	**829.2**	**123.2**	**17.5**

(d) Analysis of resource requirements

	Cost estimates	Variance	
Posts	$737.0	$31.0	4.4%

251. The estimate of $737,000 provides for salaries and common staff costs for five continuing posts. The variance of $31,000 is attributable to an increase in standard salary costs.

	Cost estimates	Variance	
Official travel	$92.2	$92.2	

252. The travel requirements are set out in the table below.

Type of travel	Amount (US dollars)	Object of travel
Technical support	92 200	Advice on and approval of work plans for 5 mine action programmes
		Biannual assessment and recommendations regarding efficacy of mine action programmes in 5 missions
		Inclusion of project proposals for mine action activities in 5 mine action programmes
Total	**92 200**	

253. The requested amount of $92,200 will enable staff from the Mine Action Service to travel to provide technical support to demining programmes in situ in UNMEE, UNFICYP, MONUC, UNMIS, ONUB, UNIFIL, UNMIK and MINURSO.

254. The variance relates to mission-specific travels that are now included in the support account budget submission.

7. Overall resource requirements of the Department of Peacekeeping Operations

(a) Human resource requirements

			Temporary posts							
	Regular budget		Support account				Other		Total	
Category	2005/06	2006/07	2005/06	2006/07	Change	Reassigned[a]	2005/06	2006/07	2005/06	2006/07
Professional and above										
Under-Secretary-General	1	1	–	–	–	–	–	–	1	1
Assistant Secretary-General	2	2	–	–	–	–	–	–	2	2
D-2	8	8	1	1	–	–	1	1	9	9
D-1	9	9	9	13	4	–	–	–	14	18
P-5	6	6	35	43	8	–	2	2	43	51
P-4	7	7	153	181	28	–	4	4	164	192
P-3	7	7	146	167	21	–	6	6	153	174
P-2	8	8	14	15	1	–	–	–	22	23
Subtotal	**41**	**41**	**360**	**422**	**62**	**–**	**15**	**15**	**416**	**478**
General Service										
Principal level	–	–	16	16	–	–	–	–	16	16
Other level	21	21	192	209	17	–	6	6	219	236
Subtotal	**21**	**21**	**208**	**225**	**17**	**–**	**6**	**6**	**235**	**252**
Total	**62**	**62**	**568**	**647**	**79**[b]	**–**	**21**	**21**	**651**	**730**

[b] The net increase of 79 reflects the addition of 84 new posts and the transfer of 5 posts (1 P-5, 2 P-4, 2 P-1) to the Training Delivery Cell, UNLB.

[a] In accordance with General Assembly resolution 58/298, para. 12.

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Apportionment (2005/06) (2)	Cost estimates (2006/07) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	71 242.5	76 942.3	89 711.9	12 769.6	16.6
II. Non-post resources					
General temporary assistance	63.0	1 664.3	2 179.6	515.3	31.0
Consultants	592.5	448.7	1 558.2	1 109.5	247.3
Official travel	2 317.0	2 558.1	7 658.9	5 100.8	199.4
Facilities and infrastructure	129.3	369.5	1 157.5	788.0	213.3
Communications	604.1	875.3	1 020.9	145.6	16.6
Information technology	3 982.0	4 792.5	9 547.3	4 754.8	99.2
Medical	—	—	2.1	2.1	—
Other supplies, services and equipment	784.3	863.5	1 367.4	503.9	58.4
Subtotal, category II	**8 532.2**	**11 571.9**	**24 491.9**	**12 920.0**	**111.6**
Total	**79 774.7**	**88 514.2**	**114 203.8**	**25 689.6**	**29.0**

(c) Executive Office: centrally administered costs

	Cost estimates	Variance	
Facilities and infrastructure	$1 157.5	$788.0	213.3%

255. The amount of $1,157,500 provides for office supplies and equipment ($336,500) for all support account posts in the Department based on the updated standard rates, as well as for rental of photocopiers ($124,800) and furniture ($696,200) for the requested new posts.

256. The increase of $790,100 over the resources approved in the current year is attributable mainly to the costs of furniture for the new posts ($696,200) and the increase in the standard rate applied for office supplies and equipment.

	Cost estimates	Variance	
Communications	$1 020.9	$145.6	16.6%

257. Of the requested amount of $1,020,900 for communications costs, a provision of $660,400 is made for commercial communications charges based on a standard rate per staff member derived from past experience. In addition to these charges, provisions for special communication support services ($30,000) and lease of fibre optic connections between New York and United Nations Logistics Base, Brindisi ($100,000) is made.

258. For acquisition of communications equipment, the majority comprising telephones and fax machines, $18,200 is requested on the basis of a standard rate of

$200 for all staff. Additional provisions of $212,300 are requested for special communications equipment for the entire Department of Peacekeeping Operations, including:

(a) Upgrades for existing videoconferencing facilities ($75,000),

(b) PABX upgrades and GPS receivers ($42,500), and

(c) Replacements ($57,000) and spare parts/supplies ($37,800) for communications equipment, including modems, routers and terminals. The variance is attributable mainly to higher commercial communication costs for the Department, owing to the requested number of new posts.

	Cost estimates	*Variance*	
Information technology	$9 547.3	$4 754.8	99.2%

259. Included in the estimate of $9,547,300 for information technology is a provision of $783,600 for the maintenance of IT equipment at standard rates (Standard Level Agreement). Acquisition of standard equipment amounts to $385,500, and includes 64 new and 186 replacement desktop computers ($262,500), 45 replacement laptop computers ($72,000) and 17 network printers ($51,000).

260. Additional disk storage ($150,000) and network security devices for encryption ($150,000), 14 servers ($350,000), 16 digital senders ($40,000), 9 scanners ($54,000), 3 projectors ($6,000) and 5 digital cameras ($3,500) is also requested, as well as $262,000 for acquisition of spare parts and supplies, thus totalling $1,015,500 for special IT equipment.

261. A wide variety of software packages ($1,606,500) and licences ($790,200) are requested at a total cost of $2,396,700, which includes resources requested for the food rations management system ($1,750,000).

262. For external contractual IT services, a total amount of $4,966,000 is requested. These services are summarized below:

(a) Helpdesk Support ($950,000): Provision for continued 24 hours a day, 7 days a week global helpdesk to support Department of Peacekeeping Operations and field ICT operations.

(b) Network support ($725,000): Department of Peacekeeping Operations requires continuous data and voice communications between Headquarters and field missions. A robust network is required, and in order to facilitate availability 24 hours a day, 7 days a week of these vital communication links, network support will be undertaken.

(c) Application Support ($475,000). Application support at the Tier 2 level for all Lotus Notes applications utilized in United Nations Headquarters Department of Peacekeeping Operations, including E-Stars/MARS; support of web-based applications change management and user documentation/training.

(d) Disaster recovery and business continuity support ($525,000). Coordination and monitoring of the services required to enable the management and operation of the Department of Peacekeeping Operations global disaster recovery and business continuance architecture and systems.

(e) Videoconferencing support ($575,000). The provision is required for centralized technical and operational support for videoconferencing activities between the Department of Peacekeeping Operations, field missions and other United Nations entities.

(f) The Peacekeeping Best Practices Section website support and maintenance/enhancements ($50,000). The Peacekeeping Best Practices Section website was implemented in 2004/2005 to disseminate policy, analysis and lessons learned for the peacekeeping community. The requirement for server administration and user support services to the Peacekeeping Best Practices Section website has been extended to 2006/2007. Additional work by the Communications Information Technology Section will include the elicitation, analysis and development of functional and design enhancements to the website as required by the Peacekeeping Best Practices Section.

(g) Misconduct Reporting and Tracking System functionality enhancements ($50,000). The System will provide a secure mechanism for the uniform collection, transmission and status tracking of allegations, including specific and non-specific cases of misconduct in the field missions. As a consolidated database of allegation information, the System will provide the capacity to analyse and report on the Department of Peacekeeping Operations cases of misconduct across all field missions.

(h) Galaxy maintenance and support ($1,256,000). The continued operation, maintenance and support of the Galaxy system is essential to ensure that the Organization is able to continue to undertake recruitment and associated human resources functions in an automated and efficient manner. Furthermore, in order to adapt the Galaxy system to accommodate future rules and regulations governing human resources, a capacity to implement enhancements in the functionality of the Galaxy system is required. This capacity will also support and strengthen the integration of the Galaxy system with other enterprises of the Department of Peacekeeping Operations systems and will enable enhanced reporting and business intelligence.

(i) Food Rations System ($360,000). The proposed rations management system will enable the automation, management and monitoring of rations in field missions. The system will optimize the Department of Peacekeeping Operations food management capacity and mitigate wastage and loss by enhancing control and visibility. Approval for the system has been obtained through the ICT governance bodies. Rations constitute over $106 million of expenditures per year. The proposed system will also facilitate effective review of vendor performance as well as their compliance with contracts which will in turn support procurement service negotiations on new contracts.

B. Department of Management

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishment 1	*Indicator of achievement*
Ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues regarding peacekeeping	1.1 Positive feedback received in survey from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination

Outputs

- Provision of technical and substantive secretariat support to 65 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 20 draft resolutions and 18 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and update of the website of the Fifth Committee relating to peacekeeping matters

Expected accomplishment 2	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	2.1 All (100 per cent) requests by staff members seeking legal advice and representation from the Panel of Counsel are met within the time limits for the respective recourse bodies (2004/05: 97 per cent; 2005:100 per cent)
	2.2 Appeals are reviewed by the Joint Appeals Board within 18 months (2005: 22 months)
	2.3 Disciplinary cases are processed by the Joint Disciplinary Committee within 6 months (2005: 9 months)

Outputs

- Provision of legal advice and representation to 249 staff members
- 53 submissions of statement of appeal to the Joint Appeals Board by the Panel of Counsel
- 34 submissions to the Joint Disciplinary Committee by the Panel of Counsel
- 25 submissions to the United Nations Administrative Tribunal by the Panel of Counsel
- 5 submissions to other recourse bodies by the Panel of Counsel
- Drafting 73 Joint Appeals Board reports on appeals filed by current or former staff members at United Nations Headquarters and in peacekeeping missions
- Drafting 8 Joint Appeals Board reports on requests for suspension of action

- Drafting of 23 Joint Disciplinary Committee reports on the referral by the Office of Human Resources Management of disciplinary matters, or on requests for review of summary dismissals
- Decisions on 104 reports made by the Joint Appeals Board, the Joint Disciplinary Committee and other disciplinary matters in respect of mission staff
- Monitoring of the implementation of the Secretary-General's decision on appeals and disciplinary cases
- Monitoring of the implementation of the United Nations Administrative Tribunal judgements in respect of mission staff
- Update the electronic Case and Jurisprudence Digest of Judgements of the United Nations Administrative Tribunal
- Hold 2 formal meetings of the Headquarters Committee on Contracts per week
- Conduct 2 training workshops for counterparts in the Local Committees on Contracts and Local Property Survey Boards
- Development of a functional referral database of recommendations made by the Headquarters Committee on Contracts
- Enhancement and roll-out of the e-HCC system to 2 peacekeeping missions
- Clearance of backlog of Headquarters Property Survey Board cases
- Issuance of written guidelines for processing Headquarters and Local Property Survey Board cases

External factors

Number and distribution of cases in line with previous periods

(b) Human resource requirements

Category	*2005/06*	*2006/07*	*Change*	*Reclassified*[a]
Professional and above				
D-1	—	1	1	—
P-4	1	2	1	—
P-3	—	1	1	—
Subtotal	**1**	**4**	**3**	**—**
General Service				
Other level	1	2	1	—
Subtotal	**1**	**2**	**1**	**—**
Total	**2**	**6**	**4**	**—**

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Apportionment (2005/06) (2)	Cost estimates (2006/07) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)/(2)
I. Post resources	228.2	263.9	724.1	460.2	174.4
II. Non-post resources					
General temporary assistance	53.1	561.6	542.6	(19.0)	(3.4)
Subtotal, category II	**53.1**	**561.6**	**542.6**	**(19.0)**	**(3.4)**
Total	**281.3**	**825.5**	**1 266.7**	**441.2**	**(53.4)**

(d) Justification of new post(s)

Secretariat of the Fifth Committee

Secretariat Services Officer (1 P-3)

263. The post of the Secretariat Services Officer at the P-3 level was originally requested in the context of the budget for the support account for the period from 1 July 2005 to 30 June 2006 (see A/59/730, paras. 275-278) for the secretariat of the Fifth Committee. In paragraph 11 of its resolution 59/301, the General Assembly decided to provide general temporary assistance for the P-3 post for the secretariat of the Fifth Committee.

264. Since the 2003/04 budget cycle, the Fifth Committee has had to consider the financing of up to 15 peacekeeping operations and to provide secretariat support to formal and informal meetings on peacekeeping matters during the regular and first resumed sessions, which is a departure from the provisions of General Assembly resolution 49/233 A of 23 December 1994. With the closure of UNMISET in May 2005 and the establishment of the new mission UNMIS, effective April 2005, the total number of ongoing peacekeeping missions remains at 14 for the budget cycle 2006/07 (excluding special political and peacebuilding missions funded under the regular budget). The potential expansion of the operations in UNMIS to include Darfur is envisaged to transpire during the 2006/07 period. Moreover, in addition to the financing reports on peacekeeping operations, it is anticipated that the Fifth Committee will be considering an increasing number of reports of the Office of Internal Oversight Services on various areas of the administrative and budgetary aspects of the financing of United Nations peacekeeping operations. As a concrete example, in addition to 30 peacekeeping financing reports on peacekeeping operations, 18 additional peacekeeping-related reports, comprising 7 reports of the Office of Internal Oversight Services and 11 reports of the Secretary-General are scheduled for consideration by the Fifth Committee during its resumed sixtieth session in May 2006. With the increasing and closer scrutiny of the administration and management of peacekeeping operations, it is envisaged that additional reports may be requested by the General Assembly from the Secretary-General and from the Office of Internal Oversight Services.

265. That has a direct impact on the workload of the secretariat of the Fifth Committee, which currently provides technical and substantive support to 65 formal and informal meetings of the Fifth Committee on peacekeeping-related matters, representing more than one third of the total number of meetings that the secretariat is supporting. In addition, the secretariat provides advice on procedures, produces 20 draft resolutions, including the comprehensive draft resolution on cross-cutting issues, and 18 reports of the Fifth Committee for adoption by the General Assembly. It also prepares notes on the programme of work and status of documentation and prepares an average of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee as well as maintenance of the Fifth Committee website on peacekeeping-related matters.

266. Given the increase in workload due to the surge in the number of peacekeeping operations, including the volatile and intricate nature of some of the large and complex missions, the approval of the P-3 post is considered paramount in strengthening the capacity of the secretariat of the Fifth Committee to adequately support the Fifth Committee during its deliberations on the financing of peacekeeping operations and peacekeeping-related matters. In addition, and taking into account its relatively small size, the proposed post would provide the necessary capacity and flexibility to support and cover an increasingly heavier workload.

Headquarters Committee on Contracts

Strengthening of the secretariat (1 D-1, 1 P-4 and 1 General Service (Other level))

267. The secretariat of the Headquarters Committee on Contracts now consists of the Chairman (P-5), the Secretary (P-3) and two General Service (Other level) staff members that are funded from the regular budget. The secretariat of that Committee is also servicing the Headquarters Property Survey Board. The value of United Nations procurement grew in recent years, driven by the expansion in peacekeeping activities. Within the last three years, the workload of the Committee increased by 52 per cent, from 578 cases in 2003 to 882 cases in 2005 and the value of contracts reviewed increased from $2.3 billion in 2003 to over $3.01 billion in 2005. The number of cases vetted by the Committee at regular weekly Committee meetings (net of special and telephonic meetings which usually involve one or two cases only) has increased since 2003 from 468 cases to 639 cases in 2004, to 801 cases in 2005. As a result, the average number of cases vetted at the regular weekly meetings during that period increased from 8.21 per meeting in 2003 to 9.13 in 2004 to 14.83 in 2005. Since May 2005, there has been a further increase in the number of cases vetted by the Committee averaging 16.42 cases per regular weekly meeting. The growth is even more notable for the five-year period, with values of contracts reviewed growing from $1.36 billion in 2001 to over $3 billion in 2005, or 120 per cent. The complexity and value of peacekeeping contracts also increased; for example, large logistics turnkey projects involving provision of accommodation, fuel or electricity for missions in Haiti and the Sudan. Peacekeeping procurement currently represents about 85 per cent of the Headquarters Committee on Contracts workload and 85 per cent of the total value of procurement of the United Nations Secretariat in 2005.

268. The Headquarters Committee on Contracts is mandated to meet once a week. However, in the last year the Committee has been meeting 1.6 times a week on

average, owing to requests for special and telephonic meetings which were cases pertaining to peacekeeping activities. According to the Procurement Manual, the minutes of the Committee on Contracts meetings should be submitted to the approving officer within 10 business days. Oftentimes, that deadline cannot be met owing to the Committee's workload. The delay is also due to the need to "fast track" decisions on procurement actions for peacekeeping activities, such as three business days following a Committee meeting, in order for the Department of Peacekeeping Operations to respond promptly to operational demands on the ground. With the growth in procurement cases, the secretariat of the Committee has focused, and continues to focus, its efforts in ensuring that all procurement cases are reviewed promptly and minutes issued within a reasonable time frame. Unfortunately, given the workload in the procurement arena and with the current level of resources, the secretariat was not able to review the currently pending 330 Headquarters Property Survey Board cases (estimated), the majority of which are from peacekeeping missions, thus, impeding timely write-off and accurate reflection of assets on the United Nations balance sheet. The Office of Internal Oversight Services in its report (A/58/294) provided observations and recommendations concerning the sufficiency of review time, and reduction of walk-in, special meeting, and telephonic presentations.

269. In view of the increased and more complex workload pertaining to procurement cases, 1 D-1, 1 P-4 and 1 General Service (Other level) post is needed to strengthen the capacity of the secretariat of the Headquarters Committee on Contracts. The additional Professional posts will serve to elevate the level of the Headquarters Committee on Contracts Chairman and Secretary to the D-1 and P-4 levels respectively, particularly in the light of the proposal that part-time Committee members should be at the P-5 level at a minimum. The existing P-5 and P-3 level posts, financed under the regular budget, will consequently be encumbered by a permanent Vice Chairman and an Alternate Secretary of the Headquarters Committee on Contracts who will also service the Headquarters Property Survey Board. Thus strengthened, the number of regular Committee meetings shall increase to two a week so as to reduce the number of cases vetted per meeting, to ensure a more timely and more thorough review of cases, and to minimize the number of walk-in, special and telephonic presentations and the established time frame (10 business days as recommended by the Board of Auditors) for issuance of the minutes will be favourably improved and assist in expediting the procurement process and reduce the number of requests for expedited approvals. The additional General Service (Other level) post will support the servicing of meetings and maintain a database to facilitate tracking and follow-up on Headquarters Committee on Contracts recommendations by requisite offices.

270. With the additional staff, the Headquarters Property Survey Board will also be able to meet more regularly and frequently, thus, enabling more timely and accurate accounting for the United Nations assets.

271. It should be noted that strengthening the secretariat of the Headquarters Committee on Contracts is an integral part of the ongoing reform of the Organization's procurement activities. In addition, in implementing the Office of Internal Oversight Services recommendation in accordance with its report (A/58/294), the Office of the Under-Secretary-General in the Department of Management, in order to better safeguard the independence of the Committee's

function, will be placing the secretariat of the Headquarters Committee on Contracts in the Office of the Under-Secretary-General in the Department of Management.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$724.1	$460.2	174.4%

272. An estimate of $724,100 is budgeted for salaries, common staff costs and staff assessment for two continuing Professional posts and for the proposed four new posts. The variance reflects the addition of the new posts and an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$542.6	($19.0)	(3.4%)

273. The requested amount of $542,600 will provide for 24 months of General Service (Other level) assistance to cover maternity and sick leave and peak periods in the Department of Management. It will also provide for the continuation of the P-4 level assistance in the Panel of Counsel and the P-3 level assistance to the secretariat of the Joint Appeals Board/Joint Disciplinary Committee, which were approved in 2005/06. Both have been crucial to the ability of the Office of the Panel of Counsel and the secretariat of the Joint Appeals Board/Joint Disciplinary Committee to cope with the increasing number of cases, most of which originate from peacekeeping missions and the Department of Peacekeeping Operations. As evidenced by the outputs, the increase in workloads is likely to continue in 2006/07; hence, the maintenance of the support under general temporary assistance is requested.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues regarding peacekeeping	*Contributions* 1.1 Submission of 12 monthly reports on the status of contributions by the end of the following month 1.2 Submission of a report on updating the composition of levels of Member States used for determining peacekeeping rates of assessment for 2007-2009 by the end of August 2006

Peacekeeping Financing Division

1.3 Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports submitted

1.4 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 29 December 2006 for active missions on the normal budget preparation cycle; 28 February 2007 for closed missions, the support account and the United Nations Logistics Base

Accounts Division

1.5 Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements

1.6 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period

Outputs

Contributions

- Provision of information/advice on issues relating to contributions to the Secretary-General, the General Assembly and Member States
- 12 detailed monthly reports on the status of contributions
- 12 informal monthly summaries of outstanding assessed contributions
- 6 informal bimonthly summaries of the status of contributions
- Report on the updating of the composition of levels of Member States used for determining peacekeeping rates of assessment for 2007-2009

Peacekeeping Financing Division

- 26 reports on budget performance and budget estimates for 13 active missions
- 1 report on the updated financial position of 20 closed missions, 2 budget performance reports for two closed missions (UNAMSIL and UNMISET) and 1 report on the final disposition of assets (UNAMSIL)
- 8 reports and notes on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations, including the support account and the United Nations Logistics Base

Accounts Division

- 3 consolidated and 40 individual financial statements with 16 schedules, based on the processing of approximately 350,000 accounting transactions at Headquarters, as well as review, analysis and consolidation of field accounts

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness in peacekeeping operations	*Treasury*
	3.1 Investment pool rate of returns equal to or above 90-day United States Treasury bill interest rate for United States dollar investments and the EONIA (Euro OverNight Index Arbitrage) for Euro investments (United Nations benchmarks)
	3.2 100 per cent of payments processed within 2 business days (target 2005/06: 100 per cent)
	Contributions
	3.3 Issuance of communications to Member States on assessments for peacekeeping operations within 30 days of the adoption of related resolutions by the General Assembly and the Security Council
	Peacekeeping Financing Division
	3.4 Liabilities for troops and formed police units do not exceed 3 months
	Accounts Division
	3.5 Processing of payments to troop-contributing countries within the required time frames and in accordance with payment instructions provided by Member States
	3.6 Processing of 90 per cent of Headquarters payments to international mission staff within 30 working days of the receipt of supporting documentation
	3.7 Processing of 90 per cent of payments of invoices to vendors and travel claims to staff within 30 working days of the receipt of supporting documentation

Outputs

Treasury

- Investment of United States dollar and Euro denominated funds in accordance with the United Nations approved guidelines
- Execution of 5,300 electronic fund transfers, 500 foreign exchange purchases and 4,200 investment settlements for peacekeeping missions
- Automation of daily cash positions and cash requirements to fulfil multi-currency funding requirements, currently done manually
- Issuance of approximately 250 daily, 12 monthly and 2 semi-annual investment and cash management reports for peacekeeping missions

- Implementation of business continuity plan for SWIFT and OPICS
- Upgrade of OPICS to .NET
- Implementation of SWIFT File-Act for bulk payment executions
- Execution of 102,000 payments on behalf of peacekeeping missions
- Advice to 4 peacekeeping missions on cash management and banking policies and procedures (UNMIS, ONUB, UNLB and MINUSTAH)

Contributions

- Calculation of 75 assessments/credits
- 10 communications to Member States concerning assessments/credits
- Annual comprehensive reminder to Member States concerning unpaid assessed contributions and credits/overpayments outstanding
- 2,500 receipts to Member States for peacekeeping contributions
- Notifications to Member States liable to fall under Article 19 of the Charter of the United Nations in 2007 before the end of 2006

Peacekeeping Financing Division

- Payment letters to troop-contributing countries and formed police-contributing countries
- Funding authorizations for missions and peacekeeping trust funds on an ongoing basis
- Mission staffing table authorizations
- Financial reports to Member States for peacekeeping trust funds
- Implementation of the Enterprise Budgeting Application system
- Training of or guidance to 80 mission personnel (including UNLB) on the Enterprise Budgeting Application system
- Policy guidance to missions on budget formulation and implementation in situ and from Headquarters
- Training of 292 personnel of 10 peacekeeping missions and UNLB on the Funds Monitoring Tool
- Training of or guidance to 80 staff in 4 peacekeeping missions in results-based budgeting, through 4 mission-specific visits
- Training of 50 mission personnel from peacekeeping and special political missions on the budget formulation process
- Development and implementation of a web-based database application on troops/contingent-owned equipment liabilities in connection with reimbursements to contributing Governments
- Implementation of survey to 107 troop-contributing countries on rates of reimbursement for the deployment of troops and formed police units, processing of survey responses, and preparation of report to the General Assembly with findings of the survey
- Model for Headquarters support requirements for field missions

Accounts Division

- Policy guidance and advice to peacekeeping operations on financial regulations and rules, accounting policies, procedures and practices and insurance matters
- Approval of 16,000 payments to Member States, staff members and vendors
- Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to international peacekeeping staff and family members
- Settling of all peacekeeping insurance claims and claims reviewed by the Advisory Board on Compensation Claims
- Streamlining of processes relating to accounting and insurance, such as automated travel claims, recording of assessment deposits and recording of credits returned to Member States, and those for reporting requirements under insurance policies and claims
- Development of analysis and recommendations for new accounting policies arising from adoption of International Public Sector Accounting Standards, including asset capitalization and depreciation policies and inventory valuation policies
- Assistance to field finance operations, inter alia, through training, assistance with application of accounting policies and guidance with required changes for internal controls and rectification of audit findings
- Accounting for Strategic Deployment Stocks and further development of related accounting guidelines

External factors

Assessments will be paid promptly and the insurance industry will continue to offer suitable insurance coverage for peacekeeping missions (Accounts Division)

(b) Human resource requirements

Category	*2005/06*	*2006/07*	*Change*	*Rejustified*[a]
Professional and above				
D-2	1	1	—	—
D-1	1	1	—	—
P-5	4	4	—	—
P-4	18	22	4	—
P-3	14	17	3	—
P-2	1	2	1	—
Subtotal	**39**	**47**	**8**	—
General Service				
Principal level	3	3	—	—
Other level	31	40	9	—
Subtotal	**34**	**43**	**9**	—
Total	**73**	**90**	**17**	—

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Apportionment (2005/06) (2)	Cost estimates (2006/07) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	8 483.1	9 496.8	11 617.3	2 120.5	22.3
II. Non-post resources					
General temporary assistance	367.5	409.0	620.2	211.2	51.6
Consultants	76.3	64.4	1 964.0	1 899.6	2 949.7
Official travel	154.3	201.0	443.9	242.9	120.8
Other supplies, services and equipment	164.4	167.5	241.0	73.5	43.9
Subtotal, category II	**762.5**	**841.9**	**3 269.1**	**2 427.2**	**288.3**
Total	**9 245.6**	**10 338.7**	**14 886.4**	**4 547.7**	**44.0**

(d) Justification of new post(s)

Office of the Controller

Financial Management Officer (1 P-4)

274. In recognition of the need to strengthen internal financial controls, the Office of the Controller is intensifying efforts to ensure that the United Nations financial policies, regulations and rules respond to the current needs of the Organization and enable the efficient and effective conduct of its work, particularly with reference to peacekeeping operations.

275. The increase in the number, scope and complexity of peacekeeping operations and a recent review of financial policies, regulations and rules has made it abundantly clear that the most significant operational problems affecting the financial management of peacekeeping operations have resulted from: inadequate and inconsistent delegations of authority; limited and unevenly distributed administrative capacity; inadequate operational support in terms of guidance and assistance; complex and outdated administrative issuances and other official directives.

276. In order to address those problems, a P-4 post is requested for the Office of the Controller to: assist in the review and monitoring of internal financial controls, particularly those related to general administrative management of peacekeeping operations, delegations of authority, audit and fraud prevention; review policies related to acceptance, monitoring and reporting on voluntary contributions; prepare administrative instructions, circulars and guidelines on financial matters; serve on inter- and intra-departmental working groups and task forces established for strengthening and improving financial policies and procedures, particularly as they relate to peacekeeping operations.

277. With this capacity, the Office of the Controller will be able to effectively monitor compliance with financial regulations and rules; review, analysis and

follow-up of audit observations in financial management; review and analysis of memorandums of understanding/agreements; update and improve guidelines and administrative issuances on financial operations and monitor and follow up on fraud prevention measures, particularly as they relate to peacekeeping operations.

Peacekeeping Financing Division

Budget and Finance Officer (1 P-4)

278. With the establishment of the United Nations Mission in the Sudan (UNMIS) in the 2004/05 period, recent experience has shown that the financial backstopping of large and complex missions requires a team of two budget officers in order to meet legislative reporting deadlines for the preparation and submission of financing reports. As evidenced at the fifty-eighth and fifty-ninth sessions of the General Assembly, the financing of missions such as MINUSTAH, MONUC, UNOCI and UNMIS required the preparation of budgets not only for the resumed sessions (normal budget cycle), but also for the main part of the General Assembly sessions, as a result of further decisions of the Security Council on the mandate and operations of those missions. In addition, the missions require more rigorous support in the monitoring of budget implementation, the administration of related trust funds and the provision of budgetary guidance to colleagues in the Department of Peacekeeping Operations and the missions. Until the recent establishment of some large and multidimensional peacekeeping operations, budget/finance officers were able to support two active missions in addition to other tasks of a more general nature. However, as a result of the breadth, complexity of and volatility of the operations in large missions, the budget preparation cycles for these missions have resulted in their non-conformity to the normal reporting cycle and, as evidenced in recent sessions of the General Assembly, additional financing reports have had to be submitted for consideration in the main parts of the sessions. In addition, the preparation of performance and budget reports are prepared consecutively and cannot be prepared simultaneously, as performance data is a key measure in the analysis of the future budget period.

279. With the closure of UNMISET in May 2005 and the liquidation of UNAMSIL commencing in December 2005, there will be a total of 13 active peacekeeping missions in the 2006/07 period. While the budget period will reflect the downsizing of ONUB and UNMIK, it is currently projected that the operations of UNMIS will be maintained at its current level and may be significantly expanded during the budget period.

280. When UNMIS was established by the Security Council in March 2005, an internal review of the Division's assignments was undertaken. Given that the budget/finance officers were, at the time, in the midst of the legislative review process for their assigned tasks, it was not considered pragmatic to reorganize the distribution of assignments, which would have disrupted the continuity of the backstopping of their current assignments. As a result, the backstopping of UNMIS was assigned to a budget/finance officer at the P-3 level. At the end of the 2004/05 period, a further review of the distribution of assignments indicated that all budget/finance officers were already carrying the optimum workload. While the current budget/finance officer for UNMIS has ably supported the mission, the current arrangement has proven to be inadequate and untenable for a longer period, taking into account the broad scope and complexity of the operations of the mission

and, based on the Comprehensive Peace Agreement, that the projected life span of UNMIS would be approximately six and a half years.

281. Against this background, a budget/finance officer at the P-4 level would be required to strengthen the Division's capacity to support the financial and legislative backstopping of UNMIS. The current arrangement is not sustainable and may result in slippage in its support of UNMIS. The approval of the proposed post would ensure the timely preparation and submission of financing reports for UNMIS, both in and out of the normal cycle, and would provide more sustainable coverage of support to the mission. In addition, the proposed post would provide additional capacity to undertake additional tasks that the Division may be involved with, including but not limited to reform in the peacekeeping budgeting process.

Budget Finance Officer (1 P-3)

282. In the context of the support account budget for the period from 1 July 2005 to 30 June 2006, a proposal was originally made for two budget/finance officer posts (P-3) to augment the Division's capacity to support ONUB and MONUC. In its resolution 59/301, the General Assembly approved one of those posts, which the Division has utilized to support ONUB. With the downsizing of ONUB during the 2006/07 period, the approved P-3 post will be used to strengthen the Division's capacity for the delivery of training in the use of the Funds Monitoring Tool. Training has been conducted by the budget/finance officers, in conjunction with colleagues from the Finance Management and Support Service and the Communications and Information Technology Service of the Department of Peacekeeping Operations, during the few non-peak months (April, June, July and September) when the budgetary process, including reviews by legislative bodies, has been completed and after the issuance of allotments upon General Assembly approval of the budgetary appropriations. The delivery of the Funds Monitoring Tool training to peacekeeping missions has been intermittent owing to the increase in the number of budgetary reports prepared by Budget Officers as a result of the volatility of and increase in peacekeeping mandates. In view of the Board of Auditors and Office of Internal Oversight Services recommendation that efforts to train users in the Funds Monitoring Tool should be expedited, the Division will need to have additional capacity to ensure continuity in the provision of Funds Monitoring Tool training.

283. Similar to the case of UNMIS, MONUC is currently supported by one budget/finance officer at the P-4 level. The range and complexity of the MONUC operations require additional support by a budget/finance officer at the P-3 level to ensure the timely financial and legislative backstopping of the mission. Experience at the fifty-eighth, fifty-ninth and the current sixtieth session of the General Assembly has shown that the current arrangement has placed a serious strain on the budget/finance officer and has not been and will not be sustainable for a longer term. The continued volatility of the situation on the ground has resulted in further decisions by the Security Council which have, in turn, resulted in the preparation and submission of additional financing reports to the General Assembly.

284. In view of the above, a budget/finance officer post at the P-3 level is proposed to provide additional capacity for the Division to support MONUC. Actual experience has shown that, even under the normal budgeting cycle, the scope and intricacy of the MONUC operations require extensive and detailed analysis that

would not be feasible for one budget finance officer to undertake and complete within the tight timelines for budget preparation and submission.

Accounts Division (1 P-4, 2 P-3, 7 General Service (Other level))

Peacekeeping Accounts Section

Finance Officer and Accounting Assistant (1 P-3 and 1 General Service (Other level))

285. The Peacekeeping Accounts Section deals exclusively with peacekeeping operations and its core function is the production of the annual peacekeeping financial statements covering both active and closed missions. With the objective of ensuring reasonable accuracy and timeliness of financial statements at year end, the Section monitors field accounts, consults with field missions on accounting issues and provides policy guidance and clarifications, prepares critical analysis and reconciliations, and supports the resolutions of known weaknesses and audit concerns on an ongoing basis throughout the year. Other core functions of the Section are the approval of obligations and payments to troop-contributing countries; the provision of cash to field missions for their ongoing cash requirements, recommendations of changes in field imprest/petty cash levels and in the panel of approving officers, and the recording of peacekeeping assessments and receipts and processing credits to be returned. The Section works closely with the Liquidation Unit of Financial Management and Support Services in the Department of Peacekeeping Operations to take appropriate action for the final liquidation of closed mission, which includes assistance with resolution of outstanding matters, the recording of accounting adjustments, the critical review of remaining obligations and expenditures, the collection or write-off of receivables and preparation of annual financial statements and schedules.

286. The actual number of transactions between 2002/03 and 2005/06 increased by 32 per cent from 266,602 to 351,253 as the impact of the missions, established in the spring of 2004, e.g. ONUB, MINUSTAH and UNOCI, was felt. The start-up of UNMIS in March 2005 has had only a partial impact on the number of transactions during fiscal year 2005. However, it is anticipated that the full impact will be felt in the fiscal year 2006. This increase in transactions impacts on all areas of the Accounts Division but in particular it will dramatically increase the number of accounting transactions to be recorded in the Peacekeeping Accounts Section.

287. With the overall peacekeeping budget estimated to remain unchanged at some $5.0 billion, it is estimated that the total transactions during 2006/07 will remain at the same level as 2005/06, i.e., approximately 350,000 having considered the closure of UNMISET and UNAMSIL during 2005/06 and the proposed downsizing of ONUB in 2006/07 as well as increases in expenditures in other missions, notably UNMIS and MONUC. Moreover, the closure of a mission does not necessarily mean that there will be a decrease in the workload. In fact, during the first two years after a mission closes, the Section deals with a large number of transactions including credits returned, applied deposits, inter-office vouchers, bank and contributions reconciliations, and receivables and payables reviews and write-off analysis.

288. The Section currently has 12 posts (1 P-5, 3 P-4, 3 P-3, 1 P-2, 1 General Service (Principal level) and 3 General Service (Other level)) funded from the support account and 2 General Service (Other level) positions funded through a general temporary assistance arrangement under the support account.

289. In order to ensure appropriate internal controls, proper oversight, follow-up and attainment of goals as detailed in the frameworks, each Professional should normally be responsible for only two active missions together with two to three closed missions, depending on its complexity. The Section was able to maintain this norm for the distribution of responsibilities up to 2002/03. However, with the increase in the number of peacekeeping operations, the Section will have responsibility for 16 accounts, i.e., 14 active missions (after the liquidation of UNAMSIL), UNLB and the support account. The norm could not be maintained. In reviewing the workload of the Section, it has also been borne in mind that several active missions, notably MONUC and UNMIS, have budgets of some $1.0 billion and are more complex, which would require a greater level of support, guidance and monitoring from Headquarters. MONUC is large with decentralized operations, and requires support from Headquarters to ensure appropriate controls are in place, and the appropriate accounting policies and practices are being applied. UNMIS, MINUSTAH, ONUB and UNOCI all provide their own challenges, such as the correct recording of strategic deployment stocks, and the correct setting up and recording of expenditures. In addition, the high number of vacancies and rapid turnover of field finance staff has impacted on the work of the Division, thus, requiring the need for greater review; provision of additional guidance to the Department of Peacekeeping Operations and field missions; and longer time spent in reconciling and processing inter-office charges and vouchers.

290. Aside from the Chief of the Section, with 16 active peacekeeping accounts, the current staffing of 7 Professional staff will be insufficient to effectively service all 16 active accounts. Therefore, in order to accommodate the greater workload and to ensure proper control, monitoring and analysis of financial transactions, timely payments of all claims including payments to troop-contributing countries and the timely issuance of financial statements, as well as timely provision of guidance and support to the field missions, the Peacekeeping Accounts Section would need a total of 8 Professional staff, i.e., an increase of 1 P-3 post. Hence, a new Finance Officer post at the P-3 level is requested for the Peacekeeping Accounts Section. In order to support the increased workload of the Section, an additional Accounting Assistant post at the General Service (Other level) is also requested.

Strategic development stocks, Finance Officer (1 P-3)

291. Accounting for strategic deployments stocks has required continuous attention and dedicated resources from the Accounts Division, in order to identify and collect data, and coordinate actions in order to account for the transactions and ensure accuracy in accordance with established guidelines. So far the responsibilities have been heavily focused on actual computations for determination of income and expenditure amounts for strategic deployment stocks (through detailed analysis of large spreadsheets of about 750 lines). However, with the evolving modalities for strategic deployment stocks operations, the responsibilities will be more oriented towards analysis and coordination. It will therefore involve:

(a) Review of strategic deployment stocks replenishment requests from Department of Peacekeeping Operations for completeness and accuracy. Record income to ensure its correctness. Follow-up with field missions as required, to ensure that they record expenditures and payables accurately and promptly on their books. Clarify and provide guidance as required to the Department of Peacekeeping Operations at Headquarters and in the field;

(b) Assist with information technology systems development for improved strategic deployment stocks tracking and monitoring;

(c) Coordinate updates of the strategic deployment stocks accounting guidelines, as required, in response to new developments and modalities. These include issues such as diversion of shipments, cancellation of purchase orders, and changes in strategic deployment stocks compositions;

(d) Ongoing monitoring and preparation of strategic deployment stocks financial statements. Provide analytical information on strategic deployment stocks for reporting purposes and assist with responses to audit queries and findings.

292. Given the current surge in peacekeeping operational requirements and the need to respond to such needs in a timely manner and within the mandated time frame, the deployment of strategic stocks has frequently been accessed by programme managers. From the financial perspective, that has generated a tremendous amount of work in verifying, reconciling all financial transactions relating to reimbursements and other reconciliations. To ensure that the strategic deployment stocks are properly accounted for on a continuous basis as well as to deliver on the responsibilities as detailed above, it needs dedicated staff resources. One P-3 Finance Officer post is proposed to be established.

Policy Support and Training (1 P-4 Officer)

293. Currently, all staff are more than fully occupied in their most pressing or immediate tasks, leaving no excess capacity to work on policies, development of better practices aimed at continued improvement of internal controls or the development of a training strategy, including staff exchange and training in the field, that would ensure a return on investment in the longer term. Such investments are necessary for sound implementation of policies and for growth and vitality, but are currently not taking place.

294. Staff exchange of accounting personnel between field missions and Headquarters should be undertaken to enhance understanding of issues, to promote staff development and to build capacity. Suitably capable and experienced staff should be loaned for short-term assignments to assist with the start-up of a new mission, or to deal with unforeseen accounting problems or a turn-around situation in an ongoing mission. Experience has shown that such assignments are of a critical pre-emptive nature, which if not undertaken in a timely manner, often require much greater resources for subsequent clean-up. Hence, it is important to build and retain that capacity, which would ensure that the Organization has the needed capacity to respond to such needs. In addition, there is a greater need to ensure coherent and consistent application of accounting policies, procedures and practices in the field missions. In working closely with the senior accounting staff in the field missions, weaknesses in internal controls would be identified and practical remedial measures would be developed to address those weaknesses. The improved practices and new

guidelines that will be developed will be shared with all the field missions and would be gathered into a better practices manual. It is foreseen in the training strategy that training of Finance Officers will be undertaken on a systematic basis and will target all the peacekeeping offices. It is anticipated that some backstopping missions to the field may also be undertaken in order to pre-empt accounting problems or to assist with a turn-around situation.

295. The Accounts Division would need to be strengthened with 1 P-4 Finance Officer (Policy and Training) post, thereby giving it the needed capacity to implement the plans as detailed in the above paragraphs.

Payroll Section (1 General Service (Other level))

296. With the recent start-up of new peacekeeping missions, the number of peacekeeping staff on payroll has increased. In addition, it should be borne in mind that the peacekeeping field payroll is more complex than the Headquarters payroll. That is because the number of appointments and separations is more frequent, with peacekeeping staff separating from one mission and being reappointed to another after only a short break or no break in service, and owing to the frequent turnover of staff. Moreover, the field staff are eligible for more entitlements, such as mobility and hardship allowances, repatriation grants and education grants. Hence, the effort expended on peacekeeping staff can be one and a half times more than the effort expended on other staff. In the coming year, there is also a potential for an increase in the workload resulting from the possible reappointment of 300 series staff to the 100 series. The actions related to the reappointments will require separation processing by payroll and the processing of reapplications for insurance coverage for all reappointed staff. The following table provides an indication of the increase in workloads.

Payroll Section workload indicators

	2002	*2003*	*2004*	*2005*	*2006**
Total staff	9 593	9 719	9 722	10 784	11 300
Peacekeeping staff	3 586	3 372	3 566	4 654	5 000
Non peacekeeping staff	6 007	6 347	6 156	6 130	6 300
% of peacekeeping staff	37.4%	34.7%	36.7%	43.2%	44.2%
Weighted number of peacekeeping staff	5 379	5 058	5 349	6 981	7 500
Weighted % of peacekeeping staff	56.1%	52.0%	55.0%	64.7%	66.4%

* Estimated — based on October 2005 level of 5,093. Recent increases of 100 per month are expected to stabilize.

297. The increase in the number of peacekeeping staff on payroll is evident in the table above. The number of peacekeeping staff on payroll has increased by 42.8 per cent between June 2004 and October 2005, when the actual number of peacekeeping staff on the payroll was 5,093. In evaluating the increase in workload, one could consider the number of staff that could be payrolled by a single person. On this basis, historical data shows quite convincingly that one person can accurately and

with due diligence, ensuring an appropriate level of internal controls, handle the payroll for an average of 500 staff. That would mean that the Payroll Section should, as of October 2005, have a staff of 14 funded from the peacekeeping support account. However, the Section currently has only six posts (2 P-3, 1 General Service (Principal level) and 3 General Service (Other level)) and one General Service (Other level) under general temporary assistance, funded under the support account. Based on our projected increase in payroll of about 1,500 staff between June 2004 and 2006, there should be three additional staff to handle the increase in the workload. However, having reviewed the requirements realistically, only one additional Accounting Assistant post at the General Service (Other level) for the Payroll Section is requested.

298. Without this additional post, the basic payroll will be produced but delays can be expected. These could include delays in the processing of entitlements, in pension fund accounting, in education grant payments and in the recovery of advances. The quality and level of services shall decline as well as the response time to queries.

Insurance and Disbursement Service (1 General Service (Other level))

299. The Risk Management Unit in the Insurance and Disbursement Service is currently managing 11 insurance programmes which cover the Department of Peacekeeping Operations and the field missions. That does not take into consideration the Malicious Acts Insurance Programme. It is estimated that the Department of Peacekeeping Operations-related activities contribute to more that 60 per cent of the Risk Management Unit's work. Since 2003, the growth of peacekeeping activities has resulted in an increase in the Unit's workload as follows:

(a) Three additional policies were established to cover new risks (local liability policy in Israel, vessel liability policy, and accidental death and disability coverage for 18,000 election workers in Liberia);

(b) Number of the Department of Peacekeeping Operations-operated fleet of vehicles increased by some 40 per cent and number of chartered aircraft by some 90 per cent. That has an impact on management of vehicle and aviation liability policies, such as exposure monitoring and premium reconciliation activities and the growth in the claims, e.g., the number of aviation liability claims increased by 100 per cent (from 16 claims in 2003 to 33 claims in 2006);

(c) With the exponential growth in volume of the Department of Peacekeeping Operations-related procurement and its complexity, the number of contracts and related insurance matters referred to the Unit by the Procurement Service, the Office of Legal Affairs as well as the peacekeeping missions have been increasing (currently about 40 contracts per year, of which the Department of Peacekeeping Operations-specific issues are 40 to 50 per cent);

(d) Participation in the Department of Peacekeeping Operations meetings (e.g., Chief Finance Officers, Aviation Officers, Chief Procurement Officers or Claims Officers). Provide special presentations on commercial insurance topics. In addition, the Unit is receiving an increasing number of requests for information concerning the policy terms, new risks, or claims procedures.

300. The addition of a General Service (Other level) post is required to assist in the administration, particularly of vehicle liability, aviation, air travel and cash in transit policies (tracking exposure, policy reconciliations, reviewing claims and routine injuries), billing of the Department of Peacekeeping Operations and other related issues.

Conversion of general temporary assistance posts (4 General Service (Other level))

301. In the past five fiscal years, general temporary assistance amounting to $300,000 has been provided to the Accounts Division to work on backlog relating to the processing of payments to Member States, staff and vendors or in the services provided to peacekeeping operations. With the surge in peacekeeping operations, that has a direct impact on the volume of work, in particular, an increased level of payments made to troop-contributing countries in relation to claims and liabilities as well as an increase in the level of vendor payments owing to an increase in the level of procurement activities. Hence, the work now is of an ongoing nature and no longer a response to a temporary backlog. The amount of $300,000 in general temporary assistance funds would equate to four General Service (Other level) posts; hence, the conversion of these general temporary assistance positions into four Accounting Assistant posts at the General Service (Other level) level is requested. With those additional resources, the workload relating to payments will be processed in a timely manner and would facilitate staff planning, recruitment and development.

Treasury (1 P-4, 1 P-2, 2 General Service (Other level))

Investment Officer (1 P-4)

302. The growth in peacekeeping funds has added a significant workload to Treasury as it includes issues of scale, complexity and currency. The United Nations Common Principles and Policies for Investments guidelines place strict limits on the amount that can be invested with any particular financial institution based on the institution's credit rating. For example, the maximum investment limit for an A or A/B institution is $150 million; for B it is $90 million; and for B/C it is $60 million. As a result of the growth in the size of funds being managed, it has generated additional work for investment officers owing to the need for diversification, especially when a geographic distribution is warranted. The average peacekeeping funds balance has grown from $1,615 million in 2002 to $1,888 million in 2005. More importantly, peacekeeping funds currently account for 45 per cent of the total investment pool compared to only 20 per cent in 2002.

303. The growth in investment transactions has been even more dramatic. The number of transactions has increased by 98 per cent from 2,229 in 2002 to 4,422 in 2005. It is projected that the number of transactions will increase to 5,400 or a 22 per cent increase over 2005. Proportionally, peacekeeping funds in 2005 accounted for 62 per cent of the total investment transaction volume, compared to only 37 per cent in 2002 and it is projected to account for 70 per cent of total investment transactions in 2006. In dollar amounts, the transactions grew from $81,083 million to $150,418 million. At the same time, the number of disbursements, foreign exchange transactions, vendor payments, payments to troop-contributing countries on liabilities and payroll have also increased significantly, which further magnifies

the complexity of liquidity management, one of the primary goals of the United Nations investment policy.

304. In the same period, foreign exchange transactions for peacekeeping funds have grown from 46 per cent in 2002 to 88 per cent in 2005 of the total number of foreign exchange transactions carried for the financial year, respectively. In dollar terms, it represented an increase from 33 per cent in 2002 to 92 per cent in 2005. In addition, owing to the growing number of payments being made in euros on behalf of peacekeeping missions, Treasury launched the euro investment pool in 2005 to better manage liquidity and reduce foreign exchange risks. That increases the investment workload significantly as it involves having to research, monitor and invest in two different markets instead of one.

305. There are currently three Investment Officers in Treasury, one funded by regular budget, one by the support account and one funded by extrabudgetary resources. A minimum of two investment officers are needed at all times in Treasury — one to handle market research, portfolio management and trade executions (fixed income, foreign exchange and time deposits) and another to manage banking needs of peacekeeping missions and fund investment-related activities, such as cash management and bank fees. It should be noted that the Investment Officer funded by extrabudgetary funds brings in considerable market experience and is primarily responsible for euro pool management. It is with the combined efforts of all three investment Officers that Treasury earned a return of $116 million for peacekeeping in 2005; it was ranked fourth in a universe of 44 investment managers. Without that resource, which currently supports peacekeeping, returns on investments would be jeopardized owing to the need for timely research and execution of foreign exchange and fixed-income trades. Consequently, Treasury would be stretched for resources to sufficiently explore investment opportunities. Moreover, the euro investment pool would have to be discontinued, which would significantly increase exposure to foreign exchange risks for euro payments. It is therefore essential that the current complement of three Investment Officers be maintained. The post funded by extrabudgetary resources will not be available after 2006. In order to handle the increase in peacekeeping funds, investment transactions and additional workload from the management of the euro pool, it is requested that the required post of Investment Officer currently funded by extrabudgetary resources be funded by the support account.

Computer Information Systems Officer (1 P-2)

306. Owing to segregation of duties, internal controls and to provide a back-up to the Database Administrator, there is a need for an information systems Professional staff. Treasury operates in a highly complex environment where time-sensitive financial transactions and commitments must rely on the constant availability of information technology systems. Treasury currently operates with only one technical person — that single point of weakness poses a serious risk to availability of IT systems which process payments and investments. The ever-increasing reliance on technology for the daily activities of Treasury operations have significantly heightened the levels of risk and compromised basic business continuity. As recommended by the security risk assessment report, as well as the Board of Auditors, a second technical person is needed in Treasury to handle IT-related issues. The Computer Information Systems Officer will support and maintain the operations processing investment control system (OPICS) meta-data required for

cash management systems and assist the Database Administrator with the development, coding, testing, implementation, maintenance and upgrading of interfaces between OPICS and IMIS and OPICS and the Society for Worldwide Inter-bank Financial Telecommunication (SWIFT); implement Intranet-based applications for online processing of payment requests and access to investment reports for fund managers and other authorized users; install, configure and deploy hardware and software, including Chase INSIGHT payment systems to various missions; provide continuous user support, including the resolution of problems, advice on the use of new techniques and monitor transactions to ensure accuracy, timeliness and business continuity.

307. This was reiterated by the report of the Board of Auditors (para. 16) and the Treasury risk assessment report (Recommendation A). As explained in the Treasury risk assessment report, the need for the post has become critical with Treasury's dependence on technology. Hence, the establishment of one Computer Information Systems Officer at the P-2 level is requested.

Treasury Operations Assistants (2 General Service (Other level))

308. In order to comply with the recommendations of the Board of Auditors, particularly on enhanced internal controls for the Investment Section, four General Service staff members are required — three to comply with the segregation of duties in investment controls and one to act as backup and handle contingent-owned equipment and foreign exchange transactions in a timely manner. Industry standards for segregation of duties dictates that the back-office function of "input", "verification and release" and "control of transactions" have to be performed by different staff members in the Investment Section. Currently, there is one General Service staff funded by the regular budget and one by the support account to handle two of the control stages. General temporary assistance funding for one staff under the support account was approved for the current financial period 2005/06 to handle the increased volume in foreign exchange transactions, payments to troop-contributing countries and performing the function of the third control person. However, that leaves the back-office vulnerable without a backup person. Since peacekeeping currently accounts for over 62 per cent of transaction volume, which is expected to grow to over 70 per cent in 2006, it is requested that the additional General Service post for the third control person be funded by the support account. The growth in peacekeeping operations is not expected to significantly decline in the foreseeable future. Therefore, it is proposed to convert the additional resources currently funded by general temporary assistance to a post.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$11 617.3	$2 120.5	22.3%

309. The estimate of $11,617,300 provides for salaries, common staff costs and staff assessment for 73 continuing posts and the proposed 17 new posts. The variance is due to the costs of 16 new posts and to an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$620.2	$211.2	51.6%

310. The estimate of $620,200 is required for general temporary assistance in the Accounts Division ($358,500) and in the Peacekeeping Financing Division ($261,700).

311. The amount of $358,500 requested for the Accounts Division is required to support the preparations of the proposed introduction of International Public Sector Accounting Standards (IPSAS) with an expected implementation date no later than 1 January 2010. Two positions under general temporary assistance (1 P-4 and 1 P-3) are proposed to strengthen a pre-implementation team that would also include staff members from the United Nations Secretariat as well as the agencies, funds and programmes in its preparatory work towards the implementation of the IPSAS.

312. As new policies are being analysed and developed, inputs are required from peacekeeping operations on a number of issues, e.g., consideration of whether peacekeeping operations should be included together with the United Nations financial statements in Volume 1; and if so, the implications of the change, including the impact of the proposed alignment of the peacekeeping financial period to a calendar year. With peacekeeping operations having capital assets with a cost base of over $1 billion, an in-depth assessment will be required in order to begin developing the appropriate capitalization and depreciation policies. In addition, it will be necessary to define the system as well as the control and procedural changes that would be required. The current strategic deployment stock guidelines and arrangements for transfer of equipment between missions and upon liquidation would need to be reviewed, and possibly modified, in the context of requirements under the IPSAS. Inventory valuations, such as those for fuel, would be required to be maintained on an ongoing basis, together with accounting for all the movements. Provisions for accounts receivable may be required, and appropriate policies would need to be developed to deal with specific peacekeeping issues. In addition, the impact of applying full accrual accounting principles upon closure of the accounts will need to be reviewed, and new policies drafted. It is evident that a great deal of preparatory work is required in order to implement IPSAS for peacekeeping operations, and while implementation is a few years away, all the implications need to be identified well in advance in order to have the relevant issues adequately addressed. The Accounts Division does not currently have the necessary capacity to allocate dedicated resources to that project and consequently, general temporary assistance is required to hire staff with the specific qualifications required for the project, which are not currently available in the Organization.

313. The General Assembly has requested the Secretariat, for its resumed sixtieth session, to propose a new methodology as the basis for reimbursement of troop-contributing countries for the deployment of troops and formed police units. Depending on the decision of the General Assembly in May/June 2006, two scenarios are possible in terms of the Peacekeeping Financing Division work plan for the financial period 2006/07. The first scenario, reflected in the outputs in the results-based budgeting framework, is that the General Assembly approves the proposed methodology. Subsequently, the Peacekeeping Financing Division would finalize the survey package for the survey population (currently 107 troop-contributing countries), distribute the survey packages, operate a helpdesk for all

troop-contributing countries during the preparation phase of the survey, record and process the survey results, and prepare a report for the General Assembly with the findings of the survey for the resumed sixty-first session. The estimated workload for that scenario is six months at the P-2 level, to be funded through general temporary assistance ($63,800). The second scenario is that the General Assembly requests the Secretariat to prepare a new or revised set of proposals for its resumed sixty-first session. The estimated workload for the Division under the second scenario would be similar to the first scenario, i.e., six months at the P-2 level to be funded through general temporary assistance, on the assumption that it would take the Peacekeeping Financing Division about 50 per cent of the time that was required during the financial period 2005/06 to prepare the (first) report for the resumed sixtieth session.

314. A provision of $197,900 under general temporary assistance is requested in the Peacekeeping Financing Division for a P-4 Project Manager of the Enterprise Budgeting Application project during its implementation phase. The Project Manager will head the project implementation team and oversee the day-to-day progress of the project. The incumbent will liaise and coordinate with all project stakeholders, including the software supplier and external consultants, maintain the project implementation plan, including milestones and deliverables, and monitor that all tasks are on schedule. As such, the Project Manager will be responsible for the day-to-day management of all phases of the project from the project mobilization phase through the design, build, test and deployment phases to the post-implementation support and project closedown phase. The Project Manager will report to the Project Steering Committee and will, on an ongoing basis, brief the Committee on the progress of the project, and bring all issues with implications on project scope, quality, timeliness and budget to the attention of the Committee. Costs relating to the development of the Enterprise Budgeting Application, including project management costs, were scheduled for the 2005/06 period, but have been postponed owing to a delay in negotiations with the vendors resulting in the recirculation of the project requirements for identification of suitable vendors. The request is therefore a rollover from the previous financial period.

	Cost estimates	*Variance*	
Consultants	$1 964.0	$1 899.6	2 949.7%

315. The consultants required by the Office of Programme Planning, Budget and Accounts, amounting to a total of $1,964,000, are summarized in the table below.

Expertise	*Person-month*	*Amount (US dollars)*	*Output reference*
Information technology (Peacekeeping Financing Division)	6	90 000	Development and implementation of a web-based database application on troops/contingent-owned equipment liabilities in respect of reimbursements to Governments of contributing countries
Strategic programme and policy design (Peacekeeping Financing Division)		50 000	Model for Headquarters support requirements for field missions
Enterprise Budgeting Application-Consultancy (Peacekeeping Financing Division)		1 500 000	Implementation of the Enterprise Budgeting Application system
IPSAS implementation (Accounts Division)		324 000	3 consolidated and 40 individual financial statements with 16 schedules, based on processing approximately 325,000 accounting transactions at Headquarters, as well as review, analysis and consolidation of field accounts
Total		**1 964 000**	

316. The requested amount of $90,000 for the Peacekeeping Financing Division will provide a total of six person-months of consultancy services, comprising five person-months for the development of a web-based troop liabilities database and one person-month for the conversion and enhancement of the existing contingent-owned equipment liabilities database.

317. The consultancy services of five person-months for the troop liabilities database relates to the complete transformation of the existing database from the Access/Excel format to a web-based database under ColdFusion and SQL Server. The existing database, which was developed internally in 1995, has reached its scalability limits and, by the nature of its design, necessitates numerous manual technical manipulations to meet evolving requirements. As a result, it has become inadequate in handling the significant increase in the authorized levels of troops and formed police units. As the database requires a full-scale transformation of the existing format, the consultancy services would encompass the entire lifecycle of database development, covering the compilation and documentation of requirements, the design and development of the application (including the workflow, security, unit and systems testing) and implementation, with the Division conducting the acceptance testing and development of reports.

318. As the contingent-owned equipment liabilities database will also be converted from the existing Access/Excel format to SQL Server format, the plan is for its conversion to be undertaken concurrently with the development of the troops database. As the bulk of the development work will be on the troops database, one

additional person-month of consultancy services is proposed for additional refinements of the contingent-owned equipment liabilities database.

319. An amount of $50,000 is requested for a consultant to assist in the development of a realistic model for providing support to field missions in its core functions based on criteria and benchmarks to ensure better justification of resource requirements from the support account in line with the recommendation of the Office of Internal Oversight Services in its report on the management audit of the Department of Peacekeeping Operations requested by the General Assembly.

320. As a consequence of a delay in the implementation of the Enterprise Budget Application project, a request for consultancy services in the amount of $1,500,000, which was originally scheduled for the financial year 2005/06, will be deferred to the financial year 2006/07. The consultants will assist the United Nations in the implementation of the Enterprise Budget Application and will be responsible for stages of the design, development, testing, deployment and post-implementation support phases, for which resources with the required technical skills are not available in-house.

321. A provision of $324,000 is requested by the Accounts Division in order to hire consultants to work with in-house staff, and validate the planning assumptions and approaches being considered for the introduction of the IPSAS in peacekeeping operations. There are a number of critical decisions that need to be taken upfront, and it is necessary to benefit from external expertise and validate some of the critical assumptions upfront. That will help to avoid early mistakes in the planning process and lay the foundation for sound implementation. A suitably experienced firm or group of individuals are expected to be hired to provide that expertise, which is not available in-house.

	Cost estimates	*Variance*	
Official travel	$443.9	$242.9	120.8%

322. The amount of $443,900 provides for the travel requirements as detailed in the table below.

Type of travel	*Amount (US dollars)*	*Output reference*
Mission planning/assessment/consultation (Treasury)	36 000	Advise 4 peacekeeping missions on cash management and banking policies and procedures
Consultation/coordination with external entities (Treasury)	16 000	—
Training (Treasury)	26 000	—
Mission planning/assessment/consultation (Peacekeeping Financing Division)	50 000	Policy guidance to missions on budget formulation and implementation in situ and from Headquarters, implementation of the EBA

Type of travel	*Amount (US dollars)*	*Output reference*
Training (Peacekeeping Financing Division)	269 900	Training of 292 personnel of 10 peacekeeping missions and UNLB on the Funds Monitoring Tool; training of or guidance to 80 staff in four peacekeeping missions in results-based budgeting, through four mission-specific visits; training of 50 mission personnel from peacekeeping and special political missions on the budget formulation process; training of or guidance to 80 mission personnel (including UNLB) on the Enterprise Budgeting Application system
Technical support (Accounts Division)	35 000	Policy guidance and advice to peacekeeping operations on financial regulations and rules, accounting policies, procedures and practices and insurance matters
Training (Accounts Division)	11 000	—
Total	**443 900**	

323. The requested amount of $36,000 for mission-related travel in the Treasury will provide for a staff member's travel to four missions to assess cash management and banking policies and procedures.

324. Funding was approved for the 2005/06 budget period for two staff members to attend the World Bank/IMF international banking conference to maintain currency with economic trends. However, since the conference was rescheduled to September 2006, the request is resubmitted in the amount of $16,000 in the 2006/07 period.

325. The request for $26,000 for training-related travel in the Treasury will provide for travel to participate in conferences on SWIFT and OPICS and for the Treasurer's and Cashier's travels to train missions on payment systems and banking arrangements. The OPICS and SWIFT are two systems that are the central applications used by Treasury for securities and cash management. The conferences would help Treasury to keep abreast with the latest innovations in the industry. The provision will also provide for participation in an IT conference sponsored by the World Bank.

326. The estimate of $50,000 for the Peacekeeping Financing Division will provide for the travel of two staff of the Division per trip to five peacekeeping missions. The visits will cover briefings and consultations with senior substantive and administrative personnel to address mission-specific issues related to budget formulation and implementation.

327. An amount of $168,200 is requested for travel of three- or four-person teams to a total of 10 peacekeeping missions and to UNLB for the training of cost-centre managers and budget personnel on the Funds Monitoring Tool. Some of the travel

will be combined to cover missions within the same region and the duration of the training in each location will average 3-4 days for an average of 20-40 participants, with the exception of MONUC, which will cover 10 days to cover 80 participants. With the cancellation of planned training during the 2005/06 period owing to competing priorities, the proposed training for the 2006/07 period is considered essential in further strengthening the skills and proficiency of mission personnel in the Funds Monitoring Tool.

328. In addition, an amount of $50,000 is requested for the travel of staff from the Peacekeeping Financing Division along with staff from both the Finance Management and Support Service and the Communications and Information Technology Service in the Department of Peacekeeping Operations to Brindisi or an alternative location for the cluster training of mission personnel on the use of the Enterprise Budgeting Application system, including enhancements. The approach is considered more cost-effective than training in individual peacekeeping missions and will be essential in building the capacity of mission personnel to use the Enterprise Budget Application in the formulation of their budgets and performance reports.

329. An amount of $26,700 is proposed for the training of or guidance to 80 staff of 4 peacekeeping missions on results-based budgeting, which will be customized to take into account mission specificities. The amount will cover travel and related costs of staff of the Peacekeeping Financing Division to 4 peacekeeping missions.

330. An amount of $25,000 is also proposed to cover the participation of up to 6 staff of the Peacekeeping Financing Division in the training of approximately 50 mission personnel on the budget formulation process. The amount will cover travel and related costs of staff who will participate as resource persons/facilitators at a centralized venue that is to be determined.

331. In the Accounts Division, $35,000 is requested for staff members' travel to peacekeeping missions to provide assistance with interpretation of financial regulations, rules and accounting policies, and for senior staff to travel to missions to review and advise on accounting issues.

332. The amount of $11,000 requested for training-related travel will provide for travel in relation to staff at the management level attending specialized training courses on the IPSAS and for travel of Headquarters-based staff to missions to assist in building up finance capacity and to conduct training during mission start-ups.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$241.0	$73.5	43.9%

333. Of the requested amount of $241,000, a provision of $120,000 is required for banking fees by the Treasury. The remaining $121,000 is requested for training-related expenses such as training fees and production and acquisition of training materials.

3. Office of Human Resources Management

(a) Results-based framework

Objective of the Organization 3	Indicators of achievement
Increased efficiency and effectiveness in peacekeeping operations	*Operational Services Division*
	3.1 Positive feedback from the Department of Peacekeeping Operations and missions on the quality of services provided by the Office of Human Resources Management
	3.2 Positive feedback from missions on the efficacy of the human resources delegated authority monitoring system
	Division for Organizational Development
	3.3 Conduct of mission subsistence allowance review on a cycle of 12 to 18 months, compared to 24 months in previous years
	3.4 Generic job profiles cover 80 per cent of the posts for mission staff currently serving in the Field Service Category compared to 60 per cent in 2005/06
	Medical Services Division
	3.5 Responding to all (100 per cent) mission medical evacuation requests and urgent deployment requests for medical clearance on the same day
	3.6 Increase in the number of staff undergoing pre-mission and post-mission health assessment, including mental health from 3,000 in 2005/06 to 3,500

Outputs

Operational Services Division

- Issuance of vacancy announcements for support account posts at Headquarters
- Pre-screening of qualified candidates for filling vacancies in the Department of Peacekeeping Operations at Headquarters, including posts for military officers and civilian police
- Extension and recruitment of civilian, military and police for support account posts at Headquarters
- Certification of Chief Administrative Officers and Chief Civilian Personnel Officers for missions
- Provision of guidance to peacekeeping missions on human resources delegated authority, including on-site visits to 4 missions, and development of IT support tool for monitoring
- Development and implementation of human resources action plans in established missions
- Provision of guidance and support to the Department of Peacekeeping Operations on human resources management in missions, including field staffing strategies, rules and regulations management

- Approval of promotion for field staff and carrying out of functions not delegated to Personnel Management and Support Services in the Department of Peacekeeping Operations

Division for Organizational Development

- Management of requests for administrative review, appeals and disciplinary cases in respect of civilian mission personnel (50 formal cases)
- Provision of legal advice and recommendations for 25 cases of sexual exploitation and abuse as disciplinary cases (not delegated to departments) at all steps of the disciplinary process
- Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies which are consistent with general policies, regulations and rules applicable Secretariat-wide
- Advice and sharing of lessons learned on administration of justice matters for all peacekeeping missions
- Provision of policy guidance and support to the Department of Peacekeeping Operations on human resources management in peacekeeping missions, including interpretation of and compliance with applicable rules and regulations
- Updated and adjusted policies on entitlements for all civilian personnel in all peacekeeping missions
- Review of mission subsistence allowance rates in 9 peacekeeping missions
- Conduct of comprehensive salary surveys in 2 missions and issuance of a total of 80 salary scales for local staff in peacekeeping missions
- Development of 20 additional generic job profiles for the Field Service category
- Staff counselling in the mission-readiness programme to establish linkages through mission focal points, development of educational materials for staff on mission, development of a manager support programme for staff going to and returning from mission
- Ongoing mission readiness online and 10 face-to-face mission readiness workshops for staff assigned to peacekeeping missions and their family before, during and upon their return (departure briefings/debriefings upon return)

Medical Services Division

- Formulation and update of health policies on potential biological and other environmental health hazards for all peacekeeping mission personnel and readiness to respond to such events
- 4 on-site assessments of mission medical facilities (UNMIS, UNMEE, UNIFIL, UNDOF)
- 1 evaluation of regional medical evacuation centre linked to peacekeeping missions (Johannesburg)
- 16 mission-specific health-related guidelines and procedures for all physicians of the United Nations system and those of troop-contributing countries
- Provision of medical technical advice and assistance to all peacekeeping missions on the operation of 35 civilian medical facilities
- Technical clearance of curriculum vitae of candidates for medical positions (P-5, P-4, P-3 posts and United Nations Volunteers) in peacekeeping missions and updated roster of paysician candidates for mission deployment

- Medical examination of 600 candidates for mission deployment or travel
- 2,000 pre-mission briefings and consultations
- 1,200 pre- and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)
- Immunizations for 1,700 Department of Peacekeeping Operations and mission staff
- Issuance of 2,000 medical kits for mission travel and deployment
- Medical treatment of and consultations with 4,000 Department of Peacekeeping Operations staff and visiting mission staff
- Review and analysis of 8,000 incoming medical examinations of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel
- Certified sick leave for 6,000 mission and Department of Peacekeeping Operations staff
- Provision of advice to the United Nations Joint Staff Pension Fund on 80 disability pension cases for mission and Department of Peacekeeping Operations staff
- Provision of advice to the Department of Peacekeeping Operations and missions on 800 medical evacuations/repatriations of civilian staff, military observers, civilian police and troops
- Advice on medical compensation for 400 civilian staff, military observers, civilian police and troops
- Incorporation of medical examination information on mission staff into EarthMed software (United Nations electronic patient record software)
- Information technology support on EarthMed to peacekeeping mission personnel

External factors

There is no escalation of hostilities in countries where mission staff are deployed

(b) Human resource requirements

Category	*2005-06*	*2006-07*	*Change*	*Reutilized*[a]
Professional and above				
P-5	2	2	—	—
P-4	9	10	1	—
P-3	2	2	—	—
Subtotal	**13**	**14**	**1**	**—**
General Service				
Other level	11	13	2	—
Subtotal	**11**	**13**	**2**	**—**
Total	**24**	**27**	**3**	**—**

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Apportionment (2005/06) (2)	Cost estimates (2006/07) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	2 347.3	3 179.3	3 627.2	447.9	14.1
II. Non-post resources					
General temporary assistance	286.7	478.7	519.1	40.4	8.4
Consultants	446.6	370.0	121.7	(248.3)	(67.1)
Official travel	118.1	225.6	247.9	22.3	9.9
Medical	92.0	100.0	100.0	—	—
Other supplies, services and equipment	13.6	5.0	14.0	9.0	180.0
Subtotal, category II	**957.0**	**1 179.3**	**1 002.7**	**(176.6)**	**(15.0)**
Total	**3 304.4**	**4 358.6**	**4 629.9**	**271.3**	**6.2**

(d) Justification of new post(s)

Medical Services Division (1 General Service (Other level))

334. The Medical Services Division currently has four Professional posts (1 P-5, 2 P-4 and 1 P-3) and five General Service (Other level) support staff to support the work of the Division, particularly medical support to staff of the Department of Peacekeeping Operations and all personnel of the 15 active peacekeeping missions and 15 special political missions. The Medical Services Division has authorized and administered to date some 800 medical evacuations/repatriations from peacekeeping operations, which represents 51 per cent of its total caseload. In addition, the Division has also reviewed and taken action on 400 compensation cases related to peacekeeping operations; that represents 58 per cent of the total caseload of the Division. The work relating to the compilation of appropriate documentation and background material, including follow-up with the field missions, for medical evacuation/repatriation of peacekeeping staff and their dependants will need to be carried out by a support staff. Currently, those functions are carried out, on a rotation basis, by staff funded from other sources of funds. Given the increased workload associated with medical evacuations/repatriations and compensation cases, disability benefits claims and verification of medical bills, the Division needs the dedicated capacity to assist in handling all cases emanating from peacekeeping operations, including the Department of Peacekeeping Operations at Headquarters. Hence, a support staff at the General Service (Other level) is requested to provide the needed dedicated capacity.

335. In addition, capacity is also needed to maintain and ensure consistent data-entry in the medical evacuation/repatriation database, the notification of casualties database and the database on death-in-service cases; to prepare statistics on medical evacuation/repatriation cases and death-in-service cases as well as running queries in response to enquiries from the field on the status of medical evacuation cases;

provide clerical support relating to medical compensation claims and pension disability claims and requests of special dependency benefits, and support the Peacekeeping Section of the Medical Services Division.

Operational Services Division (1 P-4 and 1 General Service (Other level))

336. There are seven support account posts in the Operational Services Division, of which three posts (1 P-5, 1 P-4 and 1 General Service (Other level)) provide support in the area of planning and monitoring and four posts (1 P-4 and 3 General Service (Other level)) perform staff administration and advising functions in the section serving offices at Headquarters with field activities. In addition, the Section has one P-5 and two P-3 posts funded from the regular budget.

337. The Section handles a total of 651 staff in the Department of Peacekeeping Operations at Headquarters and performs functions not delegated to Personnel Management and Support Services in the Department of Peacekeeping Operations for 6,000 international staff in the peacekeeping missions. Of 651 staff at Headquarters, 558 are funded from the support account, 62 from the regular budget and 30 from extrabudgetary resources, i.e., the Mine Action Centre for the Department of Peacekeeping Operations. The number of staff members in the Department of Peacekeeping Operations at Headquarters has increased by 50 per cent from 404 in 2002 to 651 in 2005. However, the staffing level in the Section has remained unchanged since 1997. In addition, the work volume has also increased owing to the recent surge in peacekeeping missions.

338. In 2003/04, the Section appointed or reappointed 213 staff; 229 for 2004/05; and 138 from July to December 2005. In 2003/04, it took 539 administration-related actions (dependency, education grant, rental subsidy, contract administration, etc.); 537 in 2004/05, and 280 for the period July to December 2005. The Section provided approximately 1,000 e-mails giving advice, excluding advice by telephone, to the Executive Office of the Department of Peacekeeping Operations, staff and Programme Managers of both the Department of Peacekeeping Operations and the peacekeeping operations.

339. In performing functions not delegated to the Personnel Management and Support Services in the Department of Peacekeeping Operations for field staff, namely, change of nationality, change of home leave place, termination (including termination for health reasons, agreed termination in the interest of the Organization), the Section is required to conduct extensive research to determine the facts and thorough analysis to make recommendations. It receives about 100 cases per year and provides about 750 instances of advice per year to Personnel Management and Support Service in the Department of Peacekeeping Operations.

340. Recent developments will place further stress on the already stretched resources in the Section. The implementation of ST/SGB/2005/7, on designation of staff members performing significant functions in the management of financial, human and physical resources, requires a thorough and time-consuming review of the selected candidate's skills, experience and performance level throughout his/her career to determine if he/she has the requisite qualifications to perform the functions of the post. Based on the review, the Section prepares its recommendation to the Assistant Secretary-General of the Office of Human Resources Management for decision. The certification process is attached. The Section reviewed 25 certification cases for 2003/04, 45 for 2004/05 and 20 from July to December 2005. A new

feature in the Secretary-General's Bulletin is the requirement for clearance of those to be designated as officer-in-charge for one month or longer. With staff turnover and expansion in missions the number of cases is expected to double in 2006/07.

341. It should also be noted that the Office of Internal Oversight Services in its management audit of the Department of Peacekeeping Operations human resources management recommends that the Department of Management should establish a formal clearance process to ensure that the staff members selected for mission posts meet the requisite qualifications and experience to carry out the functions assigned to them. In addition to its current role relating to clearance, the Offices at Headquarters with a Field Activities Section will also be involved in the implementation of the recommendations by the Office of Internal Oversight Services, which will require the participation of the Human Resources Officer.

342. With the implementation of the interim guidelines for movement of mission staff to higher-level posts, cases are submitted to the Operational Services Division for approval. The Section will review all submitted papers (recommendation from Personnel Management and Support Services in the Department of Peacekeeping Operations, recommendation from missions, performance appraisal, comparative evaluation sheet, vacancy announcement) to confirm that the procedure prescribed in the interim guidelines were followed. The Section has reviewed 150 cases in 2004/05 compared to 80 cases from July to December 2005. From 1 to 16 January 2006 alone, 15 new upgrading cases have been received.

343. With inadequate staffing and owing to the large volume and complexity of work, the Section has not been able to carry out certain functions expeditiously in serving the Department of Peacekeeping Operations. For example, there is a two- to three-month waiting period before cases for special post allowance and upgrading can begin to be reviewed. Some areas of work which are critical to the Office of Human Resources Management role as the central authority in human resources matters are not attended to effectively, e.g., monthly meetings with Personnel Management and Support Services in the Department of Peacekeeping Operations to discuss cases had to be disbanded; training and briefing session to staff in the Personnel Management and Support Services of the Department of Peacekeeping Operations, especially for newly recruited, were not held; the monthly meeting with the Executive Office of the Department of Peacekeeping Operations is now conducted only once every three months; a more robust day-to-day monitoring is not possible. The staffing situation has also adversely affected investments that would enhance future performance, including group projects to improve the efficiency and standardization of work procedures, active participation in various human resources working groups and task forces, participation in monitoring missions.

344. The Operational Services Division also provides administrative support for recruitment and replacement of civilian, military and civilian police personnel in the Department of Peacekeeping Operations. The Division processes vacancies of posts financed by the support account. The processing of those vacancies is labour-intensive owing to the frequency of their rotation and the requirements of the various recruitment campaigns for military and civilian police who serve at Headquarters. During the period of July 2004 to December 2005, the Division conducted recruitment campaigns for military and civilian police personnel in order to fill 62 posts circulated under 33 vacancy announcements.

345. The Operational Services Division also assists the Department of Peacekeeping Operations in evaluating candidates, in determining eligibility and ensuring that all the relevant procedures are followed. The Division provides guidance and advice on recruitment policies, rules and regulations. During the period of July 2004 to June 2005, 2,181 applications were accepted, recorded and reviewed.

346. In view of the complexity and importance of the issues involved, the diversity of the clients (field staff, missions, Personnel Management and Support Service, in addition to regular Headquarters clients), and the level of responsibility to approve or make recommendations, including for clearance of designated staff and approval for placement of field staff to higher-level posts, one P-4 post is requested to strengthen the Operational Services Division.

347. As stated in the preceding paragraphs, in the Secretary-General's guidelines (ST/SGB/2005/7), proposals for designation of staff members who perform significant functions in the management of financial, human and physical resources are reviewed to ensure that the staff members selected have the requisite qualifications and experience to carry out the functions assigned to them and to provide consistency in the application of the Organization's regulations, rules, policies and procedures. The workload in that area has increased substantially with most of the cases requiring urgent processing in order to respond to prompt placement of required staff members in the field missions. That increasing trend is due to the urgent need for the placement of staff in the category of Chief Administrative Officer and Chief Civilian Personnel Officer, hence, the certification process needs to be completed expeditiously. In order to assist in expediting the certification process, a database will be created.

348. An additional workload is also caused by the increased hiring of consultants and short-term recruitment for activities related to conduct, discipline and sexual exploitation and abuse issues. Therefore, the establishment of one General Service (Other level) post is proposed to support the processing of "designation" of staff members in line with the guidelines promulgated in ST/SGB/2005/7, and of movement of mission staff to higher-level posts, support with the processing of recruiting consultants and short-term appointments for peacekeeping-related projects, e.g., conduct and discipline and sexual exploitation and abuse, maintain the database for the designation of staff members and produce required reports as well as supporting senior support staff with the pre-recruitment formalities, e.g., secondment from Governments, reference and academic qualifications checks, medical clearance and visa arrangement for staff members reporting to the Department of Peacekeeping Operations at Headquarters.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$3 627.2	$447.9	14.1%

349. The estimate of $3,627,200 provides for salaries, common staff costs and staff assessment for 24 continuing posts and the proposed three new posts. The variance is due to the increase in number of posts and to an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$519.1	$40.4	8.4%

350. General temporary assistance resources are required in the Division for Organizational Development for the continuation of 1 P-4 Legal Officer in the Administrative Law Unit which were approved in General Assembly resolution 59/301 in order to address the increased volume of disciplinary cases and the increased demand for advice on administration of justice cases, particularly cases of sexual exploitation and abuse. The continued funding will ensure that the Administrative Law Unit will continue to provide the necessary support to the Department of Peacekeeping Operations and the peacekeeping missions in the handling of appeals and disciplinary cases, including sexual exploitation and abuse, the provision of advice, suggestions and guidance on measures for the prevention of misconduct and the early resolution of conflict in peacekeeping missions as well as the provision of technical input for conduct training designed for civilian personnel in peacekeeping missions.

351. General temporary assistance resources are also required for the continuation of 1 P-3 Legal Officer in the Policy Unit (Division for Organizational Development) which were approved in resolution 59/301 in order to address the increased demand for advice on human resources policies, particularly with regard to cases of sexual exploitation and abuse, in support of the Conduct and Discipline Teams in the Department of Peacekeeping Operations and the peacekeeping missions. The continued funding will ensure that the Policy Support Unit has the capacity to continue to provide advice on policy and handling of cases of misconduct, including on human resources policies and rules applicable to missions, preparation and/or revision of mission specific rules, assist in the formulation of policies and issuance of guidelines and address practical problems arising from policy decisions of the Department of Peacekeeping Operations.

352. In the Division for Organizational Development, six months of P-3 level support under general temporary assistance is requested in order to assist in the development of policies to prevent harassment and discrimination, and in order to develop standard procedures for sharing of lessons learned with and raise awareness within the Department of Peacekeeping Operations and all peacekeeping missions on administration of justice matters.

	Cost estimates	*Variance*	
Consultants	$121.7	($248.3)	(67.1%)

353. The requirements for consultants are set out in the table below.

Expertise	*Person-month*	*Amount (US dollars)*	*Output reference*
Information Technology (Operational Services Division)		56 000	Provision of guidance to peacekeeping missions on human resources delegated authority, including on-site visits to 4 missions, and development of an IT support tool for monitoring
Organizational Design (Division for Organizational Development)	4	65 700	Provision of policy guidance to and support to the Department of Peacekeeping Operations on human resources management in peacekeeping missions, including interpretation of, and compliance with, applicable rules and regulations
Total		**121 700**	

354. For the Operational Services Division, an amount of $56,000 is requested for consultants to assist with the design and development of the information technology support tool for monitoring in the area of human resources management in peacekeeping operations. Monitoring is an essential function in the overall framework of continued delegation of authority of human resources management to missions. It ensures that the delegated authority is exercised within the established rules and regulations of the Organization and it is one of the tools of oversight of the Office of Human Resources Management.

355. The estimate of $65,700 in the Division for Organizational Development will provide for consultants to assist with the development of additional generic job profiles for all staff in peacekeeping missions and provide guidance on organizational design in the context of the Department of Peacekeeping Operations review of the organizational structure of peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$247.9	$22.3	9.9%

356. The table below has the details of the travel requirements for the financial period.

Type of travel	*Amount (US dollars)*	*Output reference*
Mission planning/assessment/ consultations (Operational Services Division)	91 200	Provision of guidance to peacekeeping missions on human resources delegated authority, including on-site visits to 4 missions, and development of an IT support tool for monitoring
Review of mission subsistence allowance (Division for Organizational Development)	57 200	Review of mission subsistence allowance rates in 9 peacekeeping missions
Comprehensive salary surveys (Division for Organizational Development)	29 000	Conduct of comprehensive salary surveys in 2 missions and issuance of a total of 80 salary scales for local staff in peacekeeping missions
Staff counselling in peacekeeping missions (Division for Organizational Development)	45 500	Staff counselling missions in the mission readiness programme to establish linkages through focal points, development of educational materials for staff on mission, development of a manager support programme for staff going to and returning from mission
Mission planning/assessment consultations (Medical Services Division)	25 000	
Total	**247 900**	

357. The requested provision of $91,200 for the Operational Services Division will enable at least two staff members to travel to four different missions to monitor the implementation of IT tools.

358. A provision of $57,200 is requested for the Division for Organizational Development for nine trips to peacekeeping missions to undertake surveys on the level of the mission subsistence allowance. For each mission subsistence allowance trip, one staff will be travelling for one week. The following missions are planned to be visited: UNIFIL, UNDOF, UNMISET, UNMEE, UNMIL, UNOCI, ONUB, MONUC and MINUSTAH.

359. Salary surveys are scheduled to take place in two peacekeeping missions: UNMISET and UNMEE in the first half of 2007. A provision of $29,000 is requested for those two trips, undertaken by two staff members.

360. An amount of $45,500 is requested for travel of staff from the Division for Organizational Development to provide staff counselling to six peacekeeping missions: UNOCI, MONUC, UNMEE, ONUB, UNMIL and UNMIS, and UNLB, Brindisi. For each trip, one staff counsellor will be travelling for one week. Those missions will cover not only the training of the mission's focal point but also provide for individual counselling to civilian mission staff. All the mission travel

will be prepared in coordination with the Department of Peacekeeping Operations and the Department of Safety and Security and where feasible, it will be combined with another mission in the region.

361. Mission travel by the Medical Services Division in the amount of $25,000 is vital to ensure staff access to proper medical care and to expedite and facilitate medical evacuations. The Director and/or a Senior Medical Officer will visit four field missions (UNMIS, MONUC, UNIFIL and UNDOF) and one regional medical evacuation centre (Johannesburg) to assess current United Nations and local medical facilities and update health policies for mission assignment; submit recommendations regarding use of host nation medical facilities; establish and update United Nations civilian medical facilities; and submit recommendations regarding adequacy of regional medical evacuation centres.

	Cost estimates	*Variance*	
Medical	$100.0	—	—

362. The maintenance level provision is for vaccines for the Medical Services Division.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$14.0	$9.0	180.0%

363. The requested amount of $14,000 will provide for the production of the mission readiness packages, including the mission readiness booklet, the HIV/AIDS booklet, 4 CD-ROMs (Standard of Conduct, Stress Management, Welcome to the United Nations System, Basic Security in the Field), which will be distributed to every existing and future mission staff as part of the implementation of the mission readiness programmes at all peacekeeping missions.

4. Office of Central Support Services

(a) Results-based framework

Expected accomplishment 1	*Indicator of achievement*
Ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues regarding peacekeeping	*Archives and Records Management Section* 1.1 Maintenance of 2005/06 level of 100 per cent of liquidating missions for which archival material is available at Headquarters to the Organization, Member States and the general public

Outputs

Archives and Records Management Section

- Identification of archival records at UNOCI and UNMIK for immediate or future transfer to Headquarters
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness in peacekeeping operations	*Archives and Records Management Section* 3.1 40 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management, compared with 5 per cent in 2003/04, 20 per cent in 2004/05 and 31 per cent in 2005/06 *Information Technology Services Division* 3.2 99 per cent availability of ICT infrastructure provided by the Information Technology Services Division to all peacekeeping missions (2004/05: 99 per cent, target 2005/06: 99 per cent) *Travel and Transportation Section* 3.3 53 per cent cost reduction for transportation of 100 kgs of personal effects of military observers and civilian police (2005/06: no data available) 3.4 Provide positive feedback in surveys of users of travel and transportation services: 75 per cent of users surveyed rate services as good compared to 70 per cent in 2005/06 *Procurement Service* 3.5 10 per cent reduction in number of requisitions outstanding at the end of fiscal year from 740 outstanding requisitions in 2005/06 to 666 in 2006/07

Outputs

Archives and Records Management Section

- Implementation of needs-based records management programmes in the mission in UNOCI and UNMIK
- Records management workshop (managing records, handling sensitive information, information disclosure, Enterprise Content Management) in UNLB, Brindisi, for 50 personnel from all current operations
- Development of online "toolkit" for field operations to guide staff in all aspects of classifying and managing sensitive information
- Development and documentation of procedure for migrating records stored in non-compliant field information systems into the Organization's digital recordkeeping system

Mail Operations, Commercial Activities Services

- Delivery of incoming mail to the Department of Peacekeeping Operations

Information Technology Services Division

- Support for 29 satellite links and 500 related dedicated voice and fax channels for round-the-clock connectivity to 15 missions in 17 locations

- Support for Intranet, IMIS and CITRIX connectivity to all peacekeeping missions
- Support and maintenance of the Department of Peacekeeping Operations data centre and computing framework
- Pilot implementation of Customer Relationship Management
- Pilot implementation of Enterprise Content Management
- Installation of document storage system enabling secure communication and sharing of information over the Internet, to replace the existing crypto fax system
- Provision of secure user IDs for remote access to Virtual Private Network (VPN) and for access to IMIS, CITRIX, ODS and IUAS (IP User Address System)
- Assistance in implementation, through configuration, testing, deployment and post-implementation support, and maintenance of the Peacekeeping Financing Division Enterprise Budgeting Application

Travel and Transportation Section

- Implementation of a shipping contract with a courier company for the transportation of personal effects of military observers and civilian police
- Inspection of 7,500 travel authorizations
- Entitlement calculation of 3,800 lump-sum home-leave travel requests for mission staff
- Issuance of 8,000 United Nations travel documents and visas
- Arrangement of 3,600 shipment-related issues (personal effects shipments, including insurance claims)
- Receipt and delivery of 15,000 materials, goods and parcels to the Department of Peacekeeping Operations offices at Headquarters
- Delivery of office supplies related to 680 requisitions to the Department of Peacekeeping Operations

Procurement Service

- Issuance of 300 contracts, including amendments, and 2,000 purchase orders and 50 system contracts, including amendments, for peacekeeping procurement
- Conduct of procurement management reviews in 8 peacekeeping missions
- Training of 100 mission staff in procurement and contracting
- Management training for 80 per cent of incumbent Chiefs of Procurement Offices
- Provision of technical advice to all missions on complex procurement issues
- Issuance of an updated Procurement Manual in order to strengthen internal control mechanisms

External factors

Developments in the airline and shipping industries will continue to enable negotiation of favourable contracts (Travel and Transportation Section)

(b) Human resource requirements

Category	*2005/06[a]*	*2006/07*	*Change*	*Requotified*
Professional and above				
P-5	2	3	1	—
P-4	9	12	3	—
P-3	10	16	6	—
P-2	4	5	1	—
Subtotal	**25**	**36**	**11**	—
General Service				
Principal level	5	6	1	—
Other level	16	18	2	—
Subtotal	**21**	**24**	**3**	—
Total	**46**	**60**	**14**	—

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2004/05)* (1)	*Apportionment (2005/06)* (2)	*Cost estimates (2006/07)* (3)	*Variance*	
				Amount (4)=(3)-(2)	*Percentage* (5)=(4)÷(2)
I. Post resources	4 851.3	5 661.0	7 352.3	1 691.3	29.9
II. Non-post resources					
General temporary assistance	212.9	369.4	2 795.4	2 426.0	656.7
Consultants	99.6	360.2	674.0	313.8	87.1
Official travel	83.2	367.0	470.5	103.5	28.2
Other supplies, services and equipment	1.9	141.0	855.0	714.0	506.4
Subtotal, category II	**397.6**	**1 237.6**	**4 794.9**	**3 557.3**	**287.4**
Total	**5 248.9**	**6 898.6**	**12 147.2**	**5 248.6**	**76.1**

(d) Justification of new post(s)

Procurement Service (1 P-5, 3 P-4, 4 P-3, 1 General Service (Principal level), 2 General Service (Other level))

364. The procurement trend in the past five years shows unprecedented expansion of the yearly procurement activities for the peacekeeping operations from $521.5 million in 2000/01 to $780 million in 2004/05 and projected to approximately $1.1 billion in 2006/07. The figure is inclusive of procurement conducted by the

Procurement Service and local procurement processed by the peacekeeping missions. For the 2004/05 fiscal year, the Procurement Service processed 2,036 requisitions in the amount of $780 million compared to 1,779 requisitions for $667 million in the 2003/04 fiscal year. The number of purchase orders issued increased by 46 per cent from 1,731 in 2003/04 to 2,470 in 2004/05 and its total value for goods and services procured for the fiscal year 2004/05 amounted to $780 million. The Procurement Service has two sections, i.e., the Field Procurement Section and the Logistics and Transportation Section, which in 2004/05, handled a combined purchases order value of approximately $617 million, representing 79 per cent of the total workload of the Procurement Service. For the fiscal year 2005/06, the combined total workload of the Field Procurement Section and the Logistics and Transportation Section is projected to be approximately $1.1 billion with major contracts for food rations and fuel to be procured during the first half of 2006. The workload of those two sections represents approximately 85 per cent of the total workload of the Procurement Service.

365. In addition to the procurement work processed by the Procurement Service, it has been responsible for the review and clearance of local procurement proposed by the peacekeeping missions. The number of local procurement cases reviewed by the Procurement Service is projected to increase from 178 cases in 2004/05 to 250 cases for 2005/06. While the Procurement Service has assigned a P-4 Procurement Officer to manage the workload of local procurement cases presented to Headquarters, the increase in workload has made it impossible for one staff to manage since the review of local procurement proposals demands a considerable amount of time spent on analysis of tender documents, vendors' offers and the contractual terms and conditions as well as ensuring that the processes undertaken are within the established procedures in the Procurement Manual and within the Financial Rules and Regulations. In order to conduct a proper analysis prior to clearance and presentation to the Headquarters Contract Committee, the Procurement Service has to communicate with the missions in numerous occasions to clarify the content of the proposals. In order to expedite the review of those cases, given their operational urgency, the Procurement Service has, on a temporary basis, distributed the increased workload among the staff of the Field Procurement Section.

366. In order to support the procurement activities, the Procurement Service currently has a total of 34 posts funded under the support account. In terms of resources, however, it should also be noted that the peacekeeping missions have a total of approximately 275 staff performing procurement functions. That indicates the disproportionate ratio between the Procurement Service staffing resources and the peacekeeping procurement staffing levels when the Procurement Service is also expected to strengthen the internal controls of peacekeeping procurement activities and properly discharge oversight functions over local procurement activities.

367. The projected workload for 2006/07 for peacekeeping operations is expected to increase continuously based on several planned procurement actions such as airfield operations in MONUC and the mission-wide vehicle systems contract replacement. The President of the Security Council has requested the Secretary-General to initiate contingency planning for a significantly expanded mission in the Sudan (see S/PRST/2006/5). That expansion will have a significant impact on the workload of the Procurement Service and additional staffing resources to support the expansion will be required and requested in due course.

368. In line with the Secretary-General's intention to carry out ongoing procurement reform and in order to address the need to strengthen internal controls over the peacekeeping procurement at Headquarters and peacekeeping missions, as discussed in the Deloitte study of internal controls in procurement and the Office of Internal Oversight Services report on peacekeeping procurement, the Procurement Service has concluded that a new section should be established which will have dedicated capacity to work on introducing, implementing and monitoring compliance to increased level of internal controls to be adopted at Headquarters and peacekeeping missions. The new Section will be called the Planning, Compliance and Monitoring Section and will also be responsible for the training of procurement staff in the peacekeeping missions, development of field procurement strategies and coordination for field procurement with other United Nations organizations; the dissemination of best procurement practices to all peacekeeping missions; provision of guidance on procurement policy and procedural issues to peacekeeping missions; review of audit of the respective missions and follow-up on implementation of recommendations on procedural issues; oversight of local procurement conducted by the peacekeeping missions under the delegation of authority granted; review and technical clearance of field procurement staff; coordination of acquisition plans between the peacekeeping missions and the Headquarters Procurement Section.

369. Currently, the Procurement Service does not have the resources to address these issues and had to mobilize resources from various sections to resolve immediate problems as they arose. Lack of resources has also prevented the Procurement Service from strategically resolving problems to have long-term solutions and developing the capacity to monitor and evaluate the effectiveness of solutions. The Section will consist of one P-5 Chief of Section, one P-4 Compliance Officer and one General Service support staff at the Principal level.

370. The Chief of the Section will be responsible for overall management of the activities of the Section and the review of existing procedures and development of internal control measures. It is also the responsibility of the Chief of the Section to provide policy guidance on field procurement issues, monitor compliance with internal control measures through management visits to peacekeeping missions, develop common procurement strategies for field requirements with other United Nations organizations, review audit reports of the missions and provide guidance for implementation of recommendations and the review and technical clearance of field procurement staff.

371. The Procurement Officer at the P-4 level will be responsible for updating the Procurement Manual for field procurement procedures as well as developing and updating the field mission procurement start-up template. In addition, the incumbent will be responsible for the review of best procurement practices in public and private sectors, planning and implementing of field procurement training programmes, evaluation of field procurement training delivered and analysis of its effectiveness, the development of training profiles for field procurement staff and coordination of field procurement activities with other United Nations organizations for mission start-up through reconnaissance and fact-finding missions.

372. The support staff at the Principal level will be responsible for the review and compilation of data on procurement of core requirements and procurement within the missions' delegated authority. In addition, the incumbent will be responsible for the review and compilation of data for vendor performance in the missions,

compilation of audit reports and recommendations, training data for field procurement staff and acquisition plans from the peacekeeping missions as well as the administrative coordination of training at the peacekeeping missions and administrative assistance to the Section.

373. In order to strengthen the planning, compliance and monitoring capacity of the Procurement Service, 1 P-5, 1 P-4 and 1 General Service (Principal level) post are requested for the establishment of the Planning, Compliance and Monitoring Section.

374. The Field Procurement Section currently consists of three teams, namely, the Field Supply Team, the Engineering Support Team and the Communications and Information Technology Support Team. The Field Supply Team and the Communications and Information Technology Support Team are currently supervised by a Team Leader at the P-4 level, while the Engineering Team is headed by a P-3 Procurement Officer. The Field Procurement Section is currently headed by 1 P-5 with 3 P-4, 5 P-3, 1 P-2, 5 General Service (Other level) staff, a total of 15 posts funded from the support account.

375. The Field Supply Team currently has five posts funded under the support account, i.e., one P-4, one P-2 and three General Service (Other level). The team is responsible for the procurement of food rations, fuel products, accoutrements, medical products and supplies and other equipment and supplies. Currently, it manages a total of 49 contracts with a combined value of approximately $400 million. During the fiscal year 2006/07, the team has to conduct a procurement exercise to select new contractors for a total of 17 contracts which are due to expire. The team is also responsible for the management of food rations and fuel products, which are major items with high monetary value, hence, requiring a significant amount of resources to manage the procurement exercises as those contracts are quite complex in terms of pricing structure and delivery requirements and pose logistics challenges to contractors. In addition, the frequent changes in deployment plans and local security conditions affect the performance of contractors leading to potential disputes and claims, which the contract administration unit of the respective peacekeeping missions cannot resolve without the intervention of the Procurement Service as the contracting authority. In that light, it is of the utmost importance for the Organization to have proper resources to manage post-contract awards, negotiation of high-value food rations and fuel contracts with technically complex requirements by constantly monitoring and addressing the various contractual issues that arise during the implementation of the contracts.

376. In order to strengthen that capacity, it is envisaged that two Procurement Officers at the P-3 level will be required for the Field Supply Team. The two Procurement Officers are expected to be contracting a specialist for food rations and fuel products, respectively.

377. The Engineering Support Team currently has two Procurement Officers at the P-3 level funded from the support account, of which one has the additional responsibility of managing the team. The team manages a total of 30 contracts worth approximately $327 million, of which 19 contracts are due to expire in the 2006/07 fiscal year, hence the procurement exercise to replace those contracts will require a significant amount of time, ranging from several months to almost one year depending on the complexity of the requirements from the planning stage to contract awards through the negotiation of terms and conditions of contracts. In addition, the

team is responsible for the review of local procurement proposals for lease and construction of facilities, engineering supplies and construction materials and supplies.

378. The procurement of leases of facilities for peacekeeping missions has been delegated to the peacekeeping missions so far with limited involvement in the review of the local procurement action and award proposals by the Procurement Service at the very end of the process. Quite often, leases of facilities are dictated by the availability of facilities in the missions' operational theatres and with the operational requirements to expedite deployment, negotiation of commercial and other terms and conditions is not an easy task. Given the fact that such leases, once executed, normally entail financial commitments of the Organization for a long period of time, the Procurement Service finds it necessary to play a more active role by being involved in the procurement action at a very early stage to explore the best possible commercial options while ensuring the security and safety interests of the Organization. In fact, the Procurement Service released the Chief of Field Procurement Section at the request of the Department of Peacekeeping Operations and following the recommendation of the Headquarters Committee on Contracts in order to assist the missions on numerous occasions in negotiating the terms and conditions and such involvement of the Procurement Service in contract negotiation facilitated the execution of leases with more favourable terms and conditions for the Organization. Based on the experience gained through the exercises, it is considered essential to have a P-4 Procurement Officer with engineering background to support the engineering requirements of the peacekeeping missions more effectively. Hence, a P-4 Procurement Officer post is requested to strengthen the capacity of the Engineering Support Team.

379. The Logistics and Transportation Section is currently headed by a P-5 Chief of Section with 2 P-4, 4 P-3, 1 P-2 and 1 General Service (Other level) post funded from the support account. In addition, the team is provided with general temporary resources for three support staff at the General Service (Other level) level.

380. The Section deals with long-term charter of aircraft, air transport of troops between the troop-contributing countries and the missions, sea and surface transportation of contingent-owned equipment and equipment procured by the Organization and procurement of vehicles and other transportation equipment. The Section currently manages a total of 114 contracts worth $1,197 million with air transportation representing $853 million or 71 per cent of the total value of contracts and 25 systems contracts for vehicles representing $351 million or 26 per cent of the total value of contracts. In addition, the procurement of sea and surface transportation of contingent-owned equipment and equipment procured by the Organization amount to approximately $150 million, involving more than 300 transactions per annum. The number of transactions for procurement of sea and surface transportation is expected to increase once the Procurement Service has implemented a pilot programme for freight forwarding whereby Procurement Service would take over the work previously delivered by a contracted freight forwarder. For that purpose, the Procurement Service has been utilizing general temporary assistance resources approved for the fiscal year 2005/06 and will continue to request similar resources in 2006/07, which is described under general temporary assistance.

381. Most of staffing resources in the Section are devoted to numerous procurement exercises that it conducts to replace contractors for long-term charter of aircraft and air transport of troops between the troop-contributing countries and the missions. However, the number of transactions to obligate the funds processed to support contracts for air transportation service has increased from the fiscal year 2005/06 to the fiscal year 2006/07 by 32 per cent for long-term charter of aircraft and by 69 per cent for air transport of troops between the troop-contributing countries and the missions. While meeting the significant increase in workload to procure air transportation services, the Section is also required to conduct tender exercises to replace 10 mission-wide vehicle systems contracts due to expire during the fiscal year 2006/07 and another highly complex solicitation exercise for the airfield operation in MONUC, which is estimated to cost $64 million.

382. In addition, the Section is planning to undertake the following activities: courier service for household goods and personal effects of military personnel, courier service for United Nations-owned property equipment, long-term sea charter of vessels for the peacekeeping missions, long-term surveyor and shipping consultancy contract. The new initiatives enumerated above should improve efficiency in delivery of services in the respective areas with potential savings in costs by having longer-term arrangements rather than conducting procurement for individual requirements. However, the Section has not been able to take those initiatives, which would require resources from the initial stage of analysis of requirements, development of appropriate contractual structure of envisaged contractual agreements through analysis of commercial offers and negotiation of terms and conditions with successful contractors to be selected on the basis of competitive tenders owing to a lack of resources. The current resources have been exhausted to manage the existing requirements to replace contractors and conduct regular procurement exercises to meet the operational requirements of the peacekeeping missions leaving no excess capacity to undertake the new initiatives. Hence, it is proposed to strengthen the Logistics and Transportation Section by one Procurement Officer at the P-4 level, one Procurement Officer at the P-3 level and one General Service (Other level) post, enabling it to undertake the new initiatives and augment the resources for procurement of air transportation services. The support staff would be assigned to assist the Procurement Officers in conducting procurement of vehicles and other transportation equipment.

383. The Support Services Section currently has six posts (1 P-4, 1 P-3 and 4 General Service (Other level)) funded under the support account. Since the Procurement Service has used the United Nations Global Marketplace for online vendor registration, the number of vendor applications has increased from 450 in 2004 to 500 in 2005. The online facility, through the United Nations Global Marketplace website, has greatly facilitated vendors in submitting their application for registration to many United Nations organizations; hence, the number of applications submitted by potential vendors has increased significantly. In fact, by the end of 2005, there are almost 2,800 vendors who have expressed an interest in being considered for registration and the Procurement Service has been waiting for additional documents and information prior to initiating review of those applications. In addition, the Procurement Service has to improve its capacity to conduct due diligence review of vendor profiles and work with the respective peacekeeping missions for development of a capacity in establishing appropriate local vendor registration criteria to provide the peacekeeping missions with

adequate support in that area in order to safeguard the interests of the Organization. With the significant increase in applications from vendors for registration as described above, the Section will not be able to improve its capacity to review vendor profiles and assist the peacekeeping missions in developing the capacity to review local vendors without an additional P-3 Procurement Officer assigned to those functions. Hence, an additional P-3 Procurement Officer is requested for the Support Services Section.

384. One support staff at the General Service (Other level) level is requested for the Support Services Section in view of the enhanced security measures in place for handling bid documents which now require two staff members to ensure the enhanced security of commercially sensitive and confidential bid documents prior to the bid openings. Currently, there is no dedicated capacity for that assignment and the Vendor Registration Unit, consisting of three support staff members, takes turns in assisting the bid opening officials, which causes disruption in processing their regular work. In view of the increased security measures implemented during bid openings, the current arrangement is not desirable and is ineffective in the long run. The functions are now of a continuing nature owing to the large volume of work relating to the contracting of goods and services requiring a dedicated capacity of a support staff at the General Service (Other level) level. Hence, one General Service (Other level) post of Procurement Assistant is requested to strengthen the Vendor Registration Unit.

Archives and Records Management Section (1 P-2)

385. The proposed Information Management Officer (Records Manager) at the P-2 level will carry out core professional activities related to the transfer, receipt, application of retention policy, and, as appropriate cataloguing, preserving, and making available records (paper and electronic) from peacekeeping missions. The incumbent will liaise with and manage the contracts for off-site storage vendors for peacekeeping operations records, with records officers in the field, and with Secretariat offices requiring access to peacekeeping operations records for purposes such as liquidation, claims, etc.

386. The incumbent will report to and underpin the work of the P-4 Information Management Officer in the Archives and Records Management Section funded from the support account. A regular budget G-4 provides support to the P-4 and P-2. A regular budget P-3 oversees the operations of the records centre and is responsible for processes relating to the receipt of Secretariat, Tribunal, and United Nations programme records from all duty stations. Reference services to peacekeeping operations archives (records more than 20 years old) are provided by the Section's archives unit, under the regular budget. In 2005/06, the Archives and Records Management Section expects to service 1,000 peacekeeping-related reference requests.

387. The need for the P-2 post is clear in the light of the level of peacekeeping activities and the resultant creation of records. In 2005, the Archives and Records Management Section received 5,081 cartons from the field, which represented 80 per cent of all records received by the department. In 2006, the Archives and Records Management Section expects large shipments from UNAMSIL, UNMISET (digital records) and UNOTIL. In addition, the section has a backlog of 16,000 cartons of unprocessed records from peacekeeping missions.

388. Since June 2004, the Archives and Records Management Section has benefited from general temporary assistance at the P-2 level provided by the support account. With those resources, it has enabled significant improvements to work processes related to the receipt, disposition, and long-term management of records relating to peacekeeping operations and issues. The improvements include:

(a) Full and accountable recordkeeping improvements

(b) Direct person-to-person contact with missions, improving quality of records transfers to Headquarters and on-site management of records

(c) Retrieval time for records from the third party storage shortened through automation

(d) Administrative economy by identifying records eligible for disposal, e.g., 1,000 boxes in 2005

(e) Facilitating access by Member States by proactively scanning significant peacekeeping archives for posting on the Archives and Records Management Section website, effective May 2006

(f) Draft procedure for the receipt of electronic records, e.g., 4.6 megabytes received from UNIKOM 2004; UNMISET 2006 some 10 gigabytes.

389. In view of the continuous nature of the above functions, it is requested that one Information Management Officer (Records Manager) post at the P-2 level be established.

Information Technology Services Division (2 P-3)

390. A P-3 level officer is requested for the Network Operations Section of the Information Technology Services Division, because of the growth in the complexity of network operations, caused inter alia by higher network traffic, more sophisticated external threats and reduced tolerance for non-availability. For example, the bandwidth between UNLB and United Nations Headquarters is planned to increase from the current 7.5 megabits per second to 90 megabits per second, a 12-fold increase. The equipment, software and skills needed to support that operation will also have to grow significantly. The explosion in viruses, unsolicited e-mails and malicious software has necessitated more and more safeguards using a combination of hardware, software and people. The trend towards more and more centrally deployed applications, accessible to all missions, adds to the pressure on the telecommunications infrastructure support.

391. The major functions of the requested P-3 level officer would be (i) to provide technical support and guidance to the General Service staff in the Network Control Unit; (ii) to supervise and streamline day-to-day operations in the Network Control Unit to improve support to field missions; (iii) to liaise with field offices to achieve better coordinated service delivery; (iv) to closely monitor and implement change management requests from peacekeeping missions.

392. A P-3 officer is also requested for the management of the United Nations Secure Communication Network, for which the Department of Peacekeeping Operations is the chief beneficiary. Currently, the network provides administrative, logistical and technical support to all users of secure equipment, i.e., encryption equipment enabling coded fax and voice communication; provides communications,

physical and operational security; ensures timely synchronization of all secret key-changes throughout the network to maximize communications security and prevent delays in transmission or reception of classified information. The crypto-hardware based network is now being restructured and replaced by specialized software that provides greater speed and flexibility in deployment. The new software will enable data to be transmitted over the Internet using specially designed security systems, enabling creation of secure instant wide area networks, without the need for special equipment at any of the field locations.

393. The existing General Service staff, funded from the regular budget, will continue to operate the front office for the secure communications service and also provide coverage 24 hours a day, 7 days a week; however, the management of that mission-critical and highly sensitive service will require a highly qualified expert owing to the sophistication of the software. The request for that position is made within the context of the support account because data from 2005 shows that 63 per cent of all encrypted traffic (both incoming and outgoing) originated from or was destined for peacekeeping missions. The main duties of the proposed P-3 officer would include: (i) configuration management and system version control; (ii) deployment of the software and subsequent upgrades; (iii) database administration and security administration; (iv) second level operations support, including at hours when remote users are accessing the system in different time zones; (v) support for reports and data form development.

394. The P-3 would be supported by one or more of the existing staff funded from the regular budget for specialized operations and by existing General Service staff for routine operations.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$7 352.3	$1,691.3	29.9%

395. The estimate of $7,335,700 provides for salaries, common staff costs and staff assessment for 46 continuing posts and the proposed 14 new posts. The variance is due to the increase in number of posts and to an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$2 795.4	$2 426.0	656.7%

396. The total amount of $2,795,200 requested for general temporary assistance in the Office of Central Support Services is comprised of the components as described below.

Maintenance of the Department of Peacekeeping Operations Data Centre

397. In the Information Technology Services Division, 5 P-3 level posts under general temporary assistance ($803,000) are requested in relation to the maintenance of the Department of Peacekeeping Operations Data Centre in New York, for which the Information Technology Services Division assumed responsibility effective 1 January 2005. That task includes Storage Area Network

management, support of the Department of Peacekeeping Operations e-mail and other applications, monitoring 24 hours a day, 7 days a week, backup, facility management and related activities. In the previous year, the Information Technology Services Division requested only three P-3 posts, but in the meantime, the volume of the Storage Area Network has doubled, thus requiring an increase in the level of support.

398. For the Information Technology Services Division Helpdesk, 18 months of G-5 level general temporary assistance ($138,100) is requested. After the transfer of responsibility for the Data Centre to the Information Technology Services Division, the number of requests for assistance received and tracked by the Helpdesk escalated dramatically. Up to the transfer of the Data Centre management, the Department of Peacekeeping Operations Helpdesk tracked all help requests related to the Data Centre. Those requests mainly concerned issues such as opening, closing and modifying user accounts. Those requests are now tracked by the Information Technology Services Division Helpdesk, which has caused an increase of 177 per cent in the number of tickets.

Customer Relationship Management

399. The Information Technology Services Division is leading a Customer Relationship Management initiative at Headquarters as part of an enterprise-wide deployment of a relationship management application. That initiative will support, automate and streamline existing business processes according to industry best practices in the area of helpdesk support, service management and workforce tracking. The key functionality areas will include call centre and service management, IT service management, asset management, business analytics and reporting, relationship management and project management.

400. An amount of $413,300 is requested for general temporary assistance during the first phase of the extension of the Customer Relationship Management project to the Department of Peacekeeping Operations and the field missions. The pilot project will establish two or three (IT-related) helpdesks in New York and Brindisi, and will require three general temporary assistance staff (2 P-3 and 1 General Service (Other level)) to perform the functions of Senior Business Process Analyst, Quality Assurance Analyst and Documentation Support for the pilot projects.

Enterprise Content Management

401. In order to standardize and facilitate the creation, storage and management of the vast amount of structured and unstructured content, there is a critical need to implement an Enterprise Content Management software solution throughout the United Nations Secretariat. As part of the enterprise-wide implementation, the first phase of implementation in the Department of Peacekeeping Operations will be limited to New York and to one mission as a pilot. Three general temporary assistance staff (2 P-3 and 1 General Service (Other level), amounting to $413,300) will provide support for configuration and implementation of the pilot projects. The projects, implemented in partnership with the Archives and Records Management Section, will comprise: (i) replacement of Mail Administration and Registration System at Headquarters; (ii) replacement of the records management system in one mission.

Enterprise Budget Application support

402. An amount of $321,200, equivalent to two P-3 posts under general temporary assistance is requested by the Information Technology Services Division to provide for support for the Enterprise Budgeting Application. Activities and tasks to be performed include infrastructure support and application support; specifically hosting of the Enterprise Budgeting Application development and production environments in the data centre. The specific tasks of the Information Technology Services Division will include: operations first-level support, including at hours when remote users are accessing the system in different time zones; database administration and configuration management and system version control; deployment of the software and subsequent upgrades; support for reports and data form development; and security administration.

Procurement Reform Implementation Team

403. The Procurement Service has embarked on a process to follow up on the recommendations from Deloitte and Touche's consulting report on the United Nations Procurement Service. That will require a dedicated team who can fully concentrate on the implementation plan. While it is imminent that existing staff from the United Nations Procurement Service will take part in formulating the implementation plan, it is also evident from the conclusions of the consulting report, that excess resources are not currently available. An amount of $430,400 is therefore requested so that the Procurement Service can recruit two additional staff (1 P-5, 1 P-4) under general temporary assistance to provide the Procurement Reform Implementation Team with the resources required to begin the reform process.

Improving the effectiveness and efficiency of freight forwarding

404. The General Assembly in its resolution 59/301 approved the provision of three General Service (Other level) staff under general temporary assistance for the 2005/06 fiscal year related to the pilot project in freight forwarding aimed at improving the effectiveness and efficiency of the operations. The current arrangements through a contracted freight forwarder have not necessarily offered the most cost-effective or efficient solution to the shipping arrangements of the organization. The three staff members are to conduct competitive solicitation for shipping services for approximately 460 shipments per year of contingent-owned equipment, as well as United Nations equipment as a result of the deployment and downsizing of missions. The need for general temporary assistance is still required and the savings achieved by that initiative and process improvements will be reported in the 2007/08 budget reporting cycle. Consequently, $276,200 is requested for a continuation of the three General Service (Other level) posts.

	Cost estimates	Variance	
Consultants	$674.0	$313.8	87.1%

405. The requirements for consultants are set in the table below.

Expertise	*Person-month*	*Amount (US dollars)*	*Output reference*
Information Technology (Archives and Records Management Section)	12	149 000	1,000 reference responses to the Organization and Member States regarding peacekeeping archives
Training facilitation and delivery (Archives and Records Management Section)		60 000	Records management workshop in UNLB, Brindisi
Information Technology (Information Technology Services Division)	48	445 000	Pilot implementation of Customer Relationship Management and pilot implementation of Enterprise Content Management
Training (Procurement Service)		20 000	
Total		**674 000**	

Archives and Records Management Section

406. The requested provision of $149,000 will provide specialized consultancy support to the Archives and Records Management Section for two different projects planned for the 2006/07 period. An amount of $100,000 is requested to hire the necessary technical (IT/recordkeeping) expertise to develop and test a procedure for migrating records stored in Lotus Notes-based information systems, including EASy-Archive, into the Organization's digital recordkeeping/archiving system, which is part of Enterprise Content Management.

407. The Department of Peacekeeping Operations widely employs Lotus Notes to store its records. However, Lotus Notes does not meet requirements for long-term retention of records as fully accountable evidence of operations. The Archives and Records Management Section must therefore develop a technical and procedural strategy and proof of concept to migrate the data (in collaboration with the Department of Peacekeeping Operations Communications and Information Technology Service). The proposed amount will provide for eight months of consultancy service and the expected date of completion for the project is June 2007.

408. An additional provision of $49,000 is requested by the Archives and Records Management Section for a consultant (4 months) to develop a web-based toolkit for field operations to guide staff in all aspects of handling and managing sensitive information in order to comply with disclosure requirements. During 2005/06 the Secretariat will implement an information disclosure policy to make the United Nations more open, transparent and accountable by facilitating public inquiries into the operations of the Organization. The Department of Peacekeeping Operations and the field missions will need to take the first steps to build capacity to implement an information disclosure policy consistent with public expectations for global governance in the twenty-first century, hence the request for specialized information technology expertise.

409. In consultation with the Department of Peacekeeping Operations Best Practices Unit, the Archives and Records Management Section proposes to conduct a four-day workshop covering a range of information management issues of strategic importance to the United Nations. A provision of $60,000 will be required to hire consultants as facilitators and to provide substantial input, particularly on

IT-related aspects, during the workshop. The four-day workshop will target and build partnerships between records managers, focal points, substantive areas and IT experts (consultants).

Enterprise Content Management

410. An amount of $270,000 is requested in relation to the Enterprise Content Management project in order for the Information Technology Services Division to hire a consultant/software vendor, who will provide implementation services for document management and records management modules. That will include: project management, analysis, design, configuration and/or customization, testing, installation and integration to other United Nations applications.

Customer Relationship Management

411. For another consultancy, the Information Technology Services Division requests $175,000 to hire a software vendor to provide expertise for systems and infrastructure integration in relation to the pilot implementation of the Customer Relationship Management application.

412. The Procurement Service requests $20,000 for consultancy assistance in relation to the annual Chiefs of Procurement Offices conference. The consultants will be required as substantive resource persons to provide specific focused discussions on the latest procurement best practices during the conference, and the requested provision will cover fees as well as travel expenses of the consultants.

	Cost estimates	*Variance*	
Official travel	$470.5	$103.5	28.2%

413. The table below shows the details of the travel requirements for the financial period.

Type of travel	*Amount (US dollars)*	*Output reference*
Technical support (Archives and Records Management Section)	30 000	Implementation of needs-based records management programmes in UNOCI and UNMIK
Training (Archives and Records Management Section)	35 000	Records management workshop in UNLB, Brindisi
Technical Support (Information Technology Services Division)	82 300	Pilot implementation of Customer Relationship Management, pilot implementation of Enterprise Content Management
Training (Information Technology Services Division)	48 200	
Technical Support (Procurement Service)	100 000	
Training (Procurement Service)	175 000	
Total	**470 500**	

414. In 2006/07 two records managers from the Archives and Records Management Section will visit two missions, namely, UNMIK and UNOCI, to

provide advisory services and carry out assessments. UNOCI requires assistance in developing a records management programme. In UNMIK, the Archives and Records Management Section will assess existing records management programmes and focus on the highly sensitive judicial records which are required as evidence by national and international judicial entities. In addition, the visit will seek to ensure current storage areas are secure and compliant with requirements and will ensure staff are trained in procedures to transfer records to the Archives and Records Management Section. For the provision of this technical support to UNMIK and UNOCI, an amount of $30,000 is requested for travel costs.

415. A provision of $35,000 is required in relation to the planned workshop for facilitators and staff from the Archives and Records Management Section's travel to the venue in UNLB, Brindisi.

416. The requested amount of $82,300 for the Information Technology Services Division will provide for travel by consultants to the chosen pilot-missions and to UNLB, Brindisi to gather information, roll-out, and test and conduct workshops on the Enterprise Content Management and the Customer Relationship Management systems.

417. The request for $48,200 for training-related travel in the Information Technology Services Division will provide for staff members' participation in various general training courses to keep abreast of the latest developments.

418. Pursuant to General Assembly resolution 55/247 that requested the Secretary-General to ensure that there is capacity in the field missions to perform the procurement functions correctly as well as to ensure that effective and efficient mechanisms at Headquarters for monitoring procurement in the field are in place, the Procurement Service requests $100,000 to travel to various missions to provide technical support. Pending the approval of increased level of staffing, the Procurement Service would be able to address the need to continuously improve procurement activities in the field more effectively through regular management reviews of procurement conducted by the missions with follow-up visits to resolve issues identified and to monitor compliance with recommended course of action in consultation with the proposed new section.

419. The request for $175,000 for training-related travel will provide for 100 staff from missions to participate in a common training and certification programme being developed at the United Nations Staff College. The programme will aim at increasing the professionalism and upgrading of procurement skills.

	Cost estimates	Variance	
Other supplies, services and equipment	$855.0	$714.0	506.4%

420. For production of training materials for all participants in the four-day workshop in UNLB, Brindisi, a provision of $10,000 is requested by the Archives and Records Management Section.

421. The amount of $20,000 is required for training materials and supplies in connection with the annual Chief of Procurement Offices conference to be held at Headquarters, the United Nations system-wide procurement training and certification programme at the peacekeeping missions and the specialized training programme for rapid intervention.

422. The Procurement Service also continuously requires $100,000 to facilitate payment of freight charges related to shipments of goods procured for peacekeeping missions. To eliminate the need to create the numerous low-value financial obligation documents for freight charges in small batches, this arrangement had facilitated prompt payment of freight charges, in particular for small shipments.

423. The amount of $250,000 is required for corporate background screening services and enhanced due diligence reports of prospective vendors entering into long-term and high volume contractual relationship with the United Nations, especially in peacekeeping missions. In 2005, approximately 210 vendors were awarded with contracts above $200,000. The cost per vendor report is estimated at $1,200.

424. Vendor registration for the Procurement Service has been arranged through the United Nations Global Marketplace (UNGM), which is a web-based vendor registration and database programme utilized by 15 organizations within the United Nations system. Cost of system maintenance is shared among participating organizations based on the value of procurement. For this cost, an additional $20,000 is requested by the Procurement Service.

425. Three hundred and fifty thousand dollars is requested by the Information Technology Services Division for paying its share (20 per cent) of the Tier 1 support for all data centres, which is outsourced to the International Computer Centre.

426. In addition, the Information Technology Services Division will require $105,000 to cover fees and production and purchase of training materials in relation to courses and seminars held and attended by staff members.

5. Overall resource requirements of the Department of Management

(a) Human resource requirements

Category	2005/06	2006/07[a]	Change	Reclassification
Professional and above				
D-2	1	1	–	–
D-1	1	2	1	–
P-5	8	9	1	–
P-4	37	46	9	–
P-3	28	38	10	–
P-2	4	7	2	–
Subtotal	**78**	**101**	**23**	–
General Service				
Principal level	8	9	1	–
Other level	59	73	14	–
Subtotal	**67**	**82**	**15**	–
Total	**145**	**183**	**38**	–

[a] In accordance with General Assembly resolution 58/298, para. 12.

(b) **Financial resource requirements**

(Thousands of United States dollars)

Category	[illegible]	[illegible]	[illegible]	Variance	
				Amount	Percentage
I. Post resources	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
II. Non-post resources					
General temporary assistance	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Consultants	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Official travel	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Facilities and infrastructure	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Communications	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Information technology	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Medical	[illegible]	[illegible]	[illegible]		
Other supplies, services and equipment	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Subtotal, category II	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Total	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

(c) **Executive Office: centrally administered costs**

	[illegible]	Variance	
Facilities and infrastructure	[illegible]	[illegible]	[illegible]

427. The amount of [illegible] provides for the rental of premises and alterations and improvements of facilities for all new posts in the support account ([illegible]), office supplies and rental of office equipment ([illegible]) for all posts in the Department of Management and furniture ([illegible]) for the new posts in the Department. Rental of premises does not include a provision for Resident Auditor posts, for which the respective peacekeeping missions will continue to provide accommodation. In addition, no rental of premises was provided for the offices of the Office of Internal Oversight Services Investigations Units in Vienna and Nairobi, since no rental charges were levied in 2004/05.

428. The variance relates to the requirements for the new posts and to a change in standard costs for furniture and for alterations and improvements of facilities.

	[illegible]	Variance	
Communications	[illegible]	[illegible]	[illegible]

429. A provision of [illegible] is made for commercial communications ([illegible]) and the acquisition of communication equipment for the new posts ([illegible]).

430. The increase of $99,500 over the previous period is mainly due to communication requirements related to the proposed new posts.

	Cost estimates	Variance	
Information technology	$2,094.1	$796.4	61.8%

431. A total amount of $2,094,700 is needed for IT maintenance, equipment and services and includes IT programme proposals in the Peacekeeping Financing Division and the Information Technology Services Division.

432. For standard maintenance of IT equipment, a provision of $250,800 is required as per standard rates on the Service Level Agreements with the Information Technology Services Division. An additional $10,400 is requested for maintenance of special equipment in the Treasury.

433. For acquisition of information technology equipment, a provision of $886,900 is requested. That includes $120,200 for the purchase of a total of 86 desktop computers, 11 network printers, 6 desktop printers and 2 laptop computers at standard rates for the new posts and for replacements of the existing stock.

434. In addition to the standard equipment, the Department of Management will have to acquire special IT equipment amounting to $78,100. The special provisions include 34 Blackberries for the Procurement Service ($20,400), desktop computers and special servers for the Enterprise Budget Application project at the Peacekeeping Financing Division ($26,000), special Bloomberg printers for Treasury ($9,000) and various other smaller items totalling $22,700.

435. In Treasury, an amount of $241,900 is requested to cover expenses related to licences for specific indispensable IT applications. They include:

(a) Three Bloomberg-licences ($67,500);

(b) Securities custody fee ($35,000);

(c) 10 MISYS-licences ($104,000). MISYS is the parent company of OPICS, which is an integrated system for treasury and capital markets. In Treasury OPICS processes front and back office functions from deal pricing through to accounting, analysis and reporting information;

(d) FITCH IBCA-subscription ($35,000). FITCH IBCA is a credit rating service. Treasury's investment allocation is based on data from FITCH IBCA.

436. In relation to the Enterprise Budget Application project in the Peacekeeping Financing Division, a provision of $450,000 is requested to cover expected costs of budgeting software licences for an expected 180 users in peacekeeping missions, the UNLB and support account-funded offices at Headquarters.

437. The Information Technology Services Division will require $98,000 to cover software licences and maintenance costs pertaining to the Customer Relationship Management project, and for a similar type of expenses in relation to the Enterprise Content Management project, an additional $288,000 is required.

438. The Information Technology Services Division requires $550,000 to cover the Department of Peacekeeping Operations share of investments, services and maintenance of central IT infrastructure such as storage networks, departmental

servers, mainframe services, etc. A cost-sharing model whereby the support account's share would be $550,000 for those costs, was introduced in the regular budget for 2006-07 and discussed and accepted by the Advisory Committee on Administrative and Budgetary Questions in its report (A/60/7 (parts V, VII, VIII and IX)).

C. Office of Internal Oversight Services

(a) Results-based framework

Expected accomplishments	Indicators of achievement
Increased efficiency and effectiveness of peacekeeping operations	1.1 Implementation of 25 per cent of all recommendations from the Monitoring, Evaluation and Consulting Division's reports during the first 12 months of their issuance
	1.2 Acceptance of 70 per cent and implementation of 40 per cent of recommendations issued by Investigations Division
	1.3 Acceptance of 85 per cent and implementation of 60 per cent of recommendations issued by the Internal Audit Division

Outputs

- A report on operational review and risk assessment of military components in peacekeeping operations
- An inspection report on the operational effectiveness of military contingents in peacekeeping operations
- Provision of military expertise to other oversight areas and activities as identified by risk analysis
- Change management consulting assignments for the Department of Peacekeeping Operations and peacekeeping operations
- 600 reviews and analyses of misconduct allegations for decision as to jurisdiction and investigation action
- 180 investigation reports
- 80 referrals to programme managers for comment and action prior to the Office of Internal Oversight Services investigation or closure of case
- 80 advisories to the Department of Peacekeeping Operations and mission management related to proposed category I or concluded category II investigations
- Annual report to the General Assembly on audit results and implementation of critical audit recommendations
- Audit reports specifically requested by the General Assembly
- 10 audit reports by United Nations Headquarters auditors
- 85 audit reports by resident auditors located in peacekeeping missions

- 2 investigation audit reports on cross-cutting issues
- 10 risk assessment exercises for resident auditors in peacekeeping missions
- 2 professional development training programmes for resident auditors and an annual conference of chief resident auditors

Executive direction

1 crucial results will contribute to audit, investigation, evaluation and inspection matters

(E) Human resource requirements

	Professional and above					General Service					Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	GS (PL)	GS (OL)	
Professional and above											
P-5					2						2
P-4					6						6
P-3					1						1
P-2											
Subtotal				1	9						9
General Service											
Principal level									2		2
Other level										26	26
Security service											
Subtotal									2	26	28
Total				1	9				2	26	37

[1] Of the increase of 1 P-3 post in the budget of 4 posts (1 P-5, 2 P-4 and 1 General Service (Other level)) from the post of resident auditor being maintained owing to the establishment of one mission in UNAMID and the transfer of 3 posts (1 P-5, 2 P-4 and 1 General Service (Other level)) from the UNMIS budget to the post of resident auditor.

[2] The total of 36 proposed General Service (Other level) posts includes 10 national staff (9 continuing and 1 new) in the resident investigation units (UNMIS (1), MINURCAT (1), MONUC (2), UNMIK (2), UNOCI (2) and resident auditor units (UNMIS (1), MINURCAT (1) and UNOCI (1)).

[3] In accordance with General Assembly resolution 59/296, para. 22.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Apportionment (2005/06) (2)	Cost estimates (2006/07) (3)	Variance Amount (4) = (3) - (2)	Variance Percentage (5) = (4) ÷ (2)
I. Post resources	7 642.5	13 976.5	13 846.9	(129.6)	(0.9)
II. Non-post resources					
General temporary assistance	33.5	4 998.0	4 348.7	(649.3)	(13.0)
Consultants	241.4	415.0	630.4	215.4	51.9
Official travel	780.8	1 455.4	1 778.2	322.8	22.2
Facilities and infrastructure	19.2	47.1	230.5	183.4	389.4
Communications	30.0	45.2	189.7	144.5	319.7
Information technology	78.9	56.0	227.7	171.7	306.6
Other supplies, services and equipment	73.9	45.9	195.8	149.9	326.5
Subtotal, category II	**1 227.8**	**7 062.6**	**7 600.9**	**538.3**	**7.6**
Total	**8 870.3**	**21 039.1**	**21 447.8**	**408.7**	**1.9**

(d) Justification of new post(s)

Internal Audit Division

Strengthening of the Resident Auditor Coordination Section (1 P-4, 1 P-3 and 1 General Service (Other level))

439. The workload, the staffing level and consequently, also the outputs of the resident auditor units have increased significantly over the past few years. The increase in the staffing level is due primarily to the increase in the number of peacekeeping operations as the resident auditors are based in the peacekeeping operations concerned. With the addition of new, large and complex peacekeeping missions, the number of audit reports issued has increased from 20 in 2003/04 to 63 in 2005/06. A Senior Peacekeeping Resident Audit Coordinator at the P-5 level was approved in the 2005/06 support account budget in order to provide monitoring and review of all the audit reports of the resident auditors in order to ensure consistency of content and quality of the audit reports as well as the development and implementation of reporting standards. In the past year, that function has proven highly valuable in providing quality assurance of audit reports by ensuring standardization and consistency, facilitating knowledge-sharing and by developing common standards for the work of the resident auditors. In addition, the Senior Resident Auditor Coordinator has proven to be important for the continuity of the work of the resident auditors given their geographical dispersion and the high staff turnover. By taking part in the planning of training activities, of recruitment exercises and in the formulation of staffing requirements, the central coordinating function has, to some extent, been able to promulgate knowledge about key procedures and standards in the Internal Audit Division to newly appointed staff in the various resident auditor units in the peacekeeping missions.

440. The Internal Audit Division has reviewed the responsibilities of the Senior Resident Auditor Coordinator in the light of the projected workload in 2006/07. Based on past experience and the projected 95 audit reports that would be issued in 2006/07, the quality assurance component of the resident auditor coordination function would require an estimated 400 staff days. Reviews of audit plans, programmes and annual mission risk reports would require 420 staff days while an additional 180 staff days would be needed for recruitment, training-related activities, maintenance of website, and other miscellaneous activities.

441. The total expected workload of the resident auditor coordination function would require approximately 1,000 staff days, i.e., five full-time posts. That is by far in excess of the currently approved level of 200 staff days (i.e., 1 P-5). It is therefore proposed to establish a dedicated Resident Audit Coordination Section headed by the current P-5 level Senior Peacekeeping Resident Audit Coordinator and staffed by two additional auditors, one P-4 and one P-3, and an Administrative Assistant at the General Service (Other level) level. Based on recent experience, it is expected, that the efficiencies gained through the creation of the unit will enable the resident auditors in the missions to achieve the targets set out in the results-based framework. If the requested strengthening of the capacity of the Resident Audit Coordinator is not approved, internal redeployment will have to be made from the Headquarters Audit Section, which will impact on the Headquarters Audit Section's ability to complete the planned 10 audit reports. In addition, it will impact its ability to provide the needed support to the resident auditor units in the missions, in terms of the quality of audit reports, the timely recruitment of resident auditors and adherence to reporting standards. Hence, it is requested to establish one P-4 Auditor, one P-3 Auditor and one General Service (Other level) posts in the Resident Auditor Coordination Section.

Strengthening of the Headquarters Audit Section (1 P-3 and 1 General Service (Other level))

442. The Headquarters Peacekeeping Audit Section conducts audits of missions, either peacekeeping or special political missions, where there are no resident auditors (MINURSO, UNOMIG, UNMOGIP and UNLB) and of the Department of Peacekeeping Operations at Headquarters. Additionally, the Headquarters Audit Section assists with horizontal audits and follows up on specific issues relating to peacekeeping operations in other departments and offices such as the Procurement Service, the Office of Programme, Planning, Budget and Accounts, and the Office of Human Resources Management.

443. The current strength of the section has proven to be inadequate to handle workload relating to the growing volume of peacekeeping operations and subsequent requirements for their full audit coverage at a professionally acceptable level. In 2005 for instance, the section had to postpone several audits of field operations as well as three audits at Headquarters, i.e., management of civilian police, administration of system contracts, and entitlements and benefits of field staff.

444. In order to address those shortcomings and achieve the objectives set forth in the results-based framework, the Headquarters Peacekeeping Audit Section requests two new posts (1 P-3 and 1 General Service (Other level)) under the support account 2006/07. Approval of the extra Professional post will, added to the currently

approved posts (1 P-5, 6 P-4, 2 P-3 and 2 General Service (Other level)), provide for three full audit teams (consisting of 2 P-4 and 1 P-3 in each team) to conduct comprehensive audits at Headquarters and in missions without resident auditors. The General Service (Other level) post will enable the section to cope with an increasing volume of administrative and clerical work such as filing and archiving of records and working papers, following-up on the inquiries, responses and implementation status of recommendations, and handling correspondence and other clerical support.

Executive Office

Administrative Assistant (2 General Service (Other level))

445. The workload of the Executive Office of the Office of Internal Oversight Services is different from executive offices in other departments as it is responsible for the complete recruitment cycle, from issuance of vacancy announcements, to screening of candidates and scheduling and participation in interviews, determination of appropriate level and grid and issuance of offers of appointments, for the Office of Internal Oversight Services staff in peacekeeping operations. In addition, the administration of entitlements for the 92 staff members currently approved under the support account as well as for the administration of the non-post resources complementing those posts is under the responsibility of the Executive Office. Moreover, secretariat services to the Office of Internal Oversight Services Review Body, the counterpart of the Secretariat's central review bodies, are provided by the Executive Office, not by the secretariat of the central review bodies in the Office of Human Resources Management in the Department of Management. In personnel administration, the Executive Office has to manage a variety of contractual status rendering it a challenge to track and manage owing in part to the high turnover of staff in the peacekeeping missions. The Executive Office has one Administrative Assistant at the General Service (Other level) level under the support account who is responsible for the provision of administrative support to 92 staff members located at Headquarters and in all peacekeeping missions. The current capacity is inadequate to effectively provide the support in all aspects of human resources management from recruitment including issuance of vacancy announcements to the administration of entitlements to 92 staff members who are based in the peacekeeping missions and at Headquarters. An Administrative Assistant, funded from the regular budget, was redeployed temporarily to assist with the increase in workload relating to peacekeeping owing to the additional posts that have been approved in 2005/06 and the high turn over of staff. In addition, the administration of entitlements of staff posted in the peacekeeping missions is more complicated owing to the various entitlements that are applicable only to field missions. However, that temporary redeployment has impacted the work relating to the administration of regular budget staff resulting in delayed recruitment and delayed response to requests for entitlements and other administrative matters. Moreover, the inadequacy of capacity has also impacted the ability of the Executive Office to recruit the needed resident auditors for the peacekeeping missions in a timely manner. The protracted delay in recruitment will have a direct impact on the ability of the resident auditor unit to perform the much-needed audits in the mission.

446. In order to provide effective support, the capacity of the Executive Office needs to be strengthened by two Administrative Assistants at the General Service

(Other level) level so that it will have the required capacity to handle all aspects of human resources management for staff under the support account. Given the projected expansion of operation in UNMIS, it is expected that the level of peacekeeping will increase, leading to an increase in the number of resident auditor posts. That will directly impact the volume of work in the Executive Office and without the needed strengthening, the current situation could lead to oversights in the administration of entitlements and even longer delays in recruitment, which will be an unacceptable situation.

Pool of Resident Auditors

447. During the 2005/06 period, a resident auditor unit was created in the newly established peacekeeping mission in the Sudan (UNMIS). The unit initially consisted of 1 P-5, 2 P-4, 1 P-3 and 1 General Service (Other level) post, which were included in the UNMIS budget. It is requested that the five posts be transferred to the support account budget in the 2006/07 period. Also during 2005/06, the peacekeeping mission in Sierra Leone (UNAMSIL) closed and is currently in the liquidation phase. Consequently, and in accordance with paragraph 17 of General Assembly resolution 57/318 of 18 June 2003, the resident auditor unit in UNAMSIL, consisting of 1 P-5, 2 P-4 and General Service (Other level) will be discontinued and the posts will be abolished. That will result in a net increase of 1 P-3 resident auditor post.

448. In addition to the resulting net increase of one post (P-3), the Office of Internal Oversight Services has undertaken an internal review of the distribution and requirements of the resident auditor functions in accordance with the formula used for determining the number of resident auditor posts as outlined in the report of the Secretary-General on the experiences gained from the use of resident auditors in peacekeeping missions (A/55/735). Based on that review, the increasing volume and budget levels of the peacekeeping operations call for a further strengthening of the pool of resident auditors by 12 posts (3 P-4, 2 P-3 and 7 General Service (Other level) (including 3 national General Service staff)). The composition of the request is as follows:

(a) Given the size and complexity of the mission in the Sudan, it is requested that the resident Auditor unit in UNMIS be strengthened by six additional posts: four Auditors (2 P-4, 2 P-3) and two Audit Assistants at the General Service (Other level) level;

(b) For MONUC, an additional Auditor at the P-4 level and an additional Audit Assistant at the General Service (Other level) level are required in order to adjust the strength of the unit to the expansion of the mission budget;

(c) Four Audit Assistant posts (3 national General Service in UNMEE, UNOCI and MINUSTAH, respectively, and 1 General Service (Other level) in UNMIK), which were discontinued in 2005/06 are proposed to be restored. The restoration of the posts is also based on the formula used for determining the number of resident auditor posts as set out in the Secretary-General's report (A/55/735). The consequence, if those General Service posts are not restored, will be that the number of audit reports (95) indicated in the results-based budgeting framework will have to be reduced accordingly.

449. The number and level of currently approved and proposed Resident Auditor and Auditing Assistant posts in the peacekeeping missions are presented in the table below.

(Thousands of United States dollars for budget levels)

	Approved (2005/06)						*Proposed (2006/07)*						
		Posts						*Posts*					
Mission	*Budget levels*[a]	*P-5*	*P-4*	*P-3*	*GS (OL)*	*Total*	*Budget levels*[a]	*P-5*	*P-4*	*P-3*	*GS (OL)*	*Total*	*Variance*
MINUSTAH	516 489	1	1	1	1	4	500 000	1	1	1	2	5	1
MONUC	1 133 672	1	3	2	2	8	1 000 000	1	4	2	3	10	2
ONUB	292 272	1	1	1	1	4	140 000	1	1	1	1	4	
UNAMSIL	107 539	1	2		1	4						—	(4)
UNMEE	176 664		1	1	1	3	175 267		1	1	2	4	1
UNMIK	239 890	1	1	1	1	4	239 207	1	1	1	2	5	1
UNMIL	722 422	1	3	2	2	8	716 856	1	3	2	2	8	
UNMIS[b]	969 469					—	1 600 000	1	4	3	3	11	11
UNMISET	1 662					—						—	
UNOCI	418 777	1	1	1	1	4	420 000	1	1	1	2	5	1
MINURSO[c]	45 540					—	42 804					—	
UNDOF[c]	41 521					—	39 976					—	
UNFICYP[c]	44 184	1	1		1	3	44 954	1	1		1	3	
UNIFIL[c]	94 253					—	94 112					—	
UNOMIG[c]	34 562					—	33 623					—	
Total	**4 838 916**	**8**	**14**	**9**	**11**	**42**	**5 126 799**	**8**	**17**	**12**	**18**	**55**	**13**

[a] The staffing and staff costs relating to the resident auditor unit in UNMIS in 2005/06 were not reflected in the support account but in the mission budget.

[b] Coverage from Middle East regional audit office.

[c] Exclusive of budgeted voluntary contributions in kind.

[d] Data for the 2006/07 period are provisional estimates, pending the submission of the proposed budget to the General Assembly.

OIOS investigative capacity

450. The current resources approved for the Office of Internal Oversight Services investigative capacity, in terms of posts and general temporary assistance positions for investigations relating to cases of sexual exploitation and abuse as proposed in A/59/730 and A/C.5/59/28/Add.1 and approved in resolution 59/301 is reflected in the table below.

	Approved (2005/06)												
	Posts								General temporary assistance				
					General Service						General Service		
Duty station/mission	USG	P-5	P-4	P-3	Principal level	Other level	National	Total	P-4	P-3	Other level[a]	National	Total
New York				1				1			1		1
Vienna	1	1	2	1	1	2		10		4	1		5
Nairobi			2	2		1		5		4	1		5
MINUSTAH			1	1			2	4		2		1	3
MONUC			1	1			2	4		2		1	3
ONUB			1	1			2	4		2			2
UNMIL			1	1			2	4		2			2
UNMIS									1	4			5
UNOCI									1	4			5
Total	**1**	**1**	**8**	**10**	**1**	**3**	**8**	**32**	**2**	**24**	**3**	**2**	**31**

[a] The only difference between the approved level from 2005/06 and the proposal for 2006/07 is that no provision for sick and maternity leave is requested.

451. The General Assembly in paragraph 164 (b) requested the Secretary-General to submit, at its sixtieth session, an independent external evaluation of the auditing and oversight system of the United Nations, including the specialized agencies, and the roles and responsibilities of management, with due regard to the nature of the auditing and oversight bodies in question. Pending that independent external evaluation, the Office of Internal Oversight Services has not made a request for additional resources for the Investigations Division in the 2006/07 support account budget. It is thus proposed that the currently approved level of resources in terms of posts and general temporary assistance be maintained for the 2006/07 budget year.

(e) Analysis of resource requirements

	Cost estimates	Variance	
Posts	$13 846.9	($129.6)	(0.9%)

452. The estimate of $13,846,900 provides for salaries, common staff costs and staff assessment for 92 continuing posts and the net increase of 19 posts.

453. The net increase of 19 new posts and an increase in standard salary costs for New York, Vienna and Nairobi have increased staff costs significantly compared to the approved level for 2005/06. However, the increase is offset by lower staff costs of the resident auditor and resident investigator units in the peacekeeping missions. That is due to a change in budgeting methodology whereby mission-specific standards rates, instead of the peacekeeping average, are used for the costing of the posts. The variance of $163,600 is the net result of those two trends.

	Cost estimates	*Variance*	
General temporary assistance	$4 348.7	($649.3)	(13.0%)

454. The provision of $4,348,700 is requested for general temporary assistance for 31.8 person-years. The majority of them — 31 person-years — are related to the investigative capacity in the Office of Internal Oversight Services as described above. The balance provides for maternity and sick leave replacements for the Office of Internal Oversight Services.

455. The variance of $649,300 is due primarily to the above-mentioned change in methodology for the budgeting of staff costs for posts and general temporary assistance positions in the peacekeeping missions. In addition, the provision for the 25 general temporary assistance positions, as requested in A/C.5/59/28/Add.1, included non-post resources such as facilities and infrastructure, and ICT. In the 2006/07 budget proposal, those items have been budgeted separately, thus reducing the requirements under general temporary assistance.

	Cost estimates	*Variance*	
Consultants	$630.4	$215.4	51.9%

456. The estimate of $630,400 provides for the consultancy requirements for the 2006/07 period as follows:

Expertise	*Person-months*	*Amount (US dollars)*	*Output reference*
Multidimensional inspections of peacekeeping missions (Monitoring, Evaluation and Consulting Division)	3	53 800	A report on operational review and risk assessment of military components in peacekeeping operations and an inspection report on the operational effectiveness of military contingents in peacekeeping operations
Security and political aspects of peacekeeping operations (Monitoring Evaluation and Consulting Division)	9	178 900	Change management consulting assignments for the Department of Peacekeeping Operations and peacekeeping operations
Information Technology Forensic Recovery (Investigations Division)	8	63 200	160 investigation reports, 80 referrals to programme managers and 80 advisories to the Department of Peacekeeping Operations
IT audit specialists (Internal Audit Division)	—	200 000	Audit reports by United Nations Headquarters auditors (10), by resident auditors (95), on cross-cutting issues (2) and additional reports as specifically requested by the General Assembly 10 risk assessment exercises by resident auditors in peacekeeping missions

Expertise	*Person-months*	*Amount (US dollars)*	*Output reference*
Building Management and Engineering Specialist (Internal Audit Division)	—	75 000	Audit reports by United Nations Headquarters auditors (10), by resident auditors (95), on cross-cutting issues (2) and additional reports as specifically requested by the General Assembly 10 risk assessment exercises by resident auditors in peacekeeping missions
Training (Internal Audit Division)	—	59 500	—
Total		**630 400**	

457. In the Monitoring, Evaluation and Consulting Division, the provision of $53,800 is requested for a consultant to supplement the expertise and provide support to the sole military expert when conducting the planned operational review and risk assessment of military components of peacekeeping operations. The requested consultancy will also help to plan and conduct the multidimensional inspections of peacekeeping missions, on the basis of which the military expert will draft his report.

458. The Monitoring, Evaluation and Consulting Division also requires three consultants for three months (nine months total) at a projected cost of $178,900 to provide expertise in organizational restructuring and development, change management, and process improvement in peacekeeping missions and in the Department of Peacekeeping Operations. Pursuant to the recommendation is General Assembly resolution 60/1, paragraphs 161 (f) and 169, the Monitoring, Evaluation and Consulting Division provides objective and independent support to the reform process in the Department of Peacekeeping Operations. For that, specialized external expertise in the areas of organizational culture assessments, process re-engineering and the introduction of lean enterprise structures are required to complement internally available knowledge and skills in change management. External know-how is also required on substantive issues such as security and political aspects of peacekeeping missions.

459. In the Investigations Division, a provision of $63,200 is requested for consultants with specialized IT forensic recovery skills. In 2005/06, the Investigations Division has utilized IT forensic investigations skills acquired by staff members through training approved in the 2004/05 support account budget. That has proven highly useful and it is expected that those skills will remain relevant to the work of the Investigations Division in 2006/07. Skills in IT forensic recovery as opposed to investigation are, however, specialized and not part of normal investigator skill sets. For that purpose, specialists in IT forensic recovery will be required for eight months in order to provide substantive support in cases where specialist skills are lacking among the investigators.

460. The estimate of $200,000 for the Internal Audit Division will provide for Information Technology Audit Specialists, who will work with the Division's regular staff on specific IT audits of peacekeeping operations. Information technology auditing is a highly specialized skill which focuses on determining whether information systems safeguard assets, maintain data integrity, achieve

organizational goals effectively and utilize resources efficiently. The required level of specialized expertise is not readily available among the Internal Audit Division's regular staff, and the requested consultant service will therefore be utilized on an as-needed basis during audits with specific complex information technology components. The consultant is, subject to the finalization of the Internal Audit Division's ICT audit strategy, expected to be involved in audits of the Galileo asset management system, the Mercury procurement system and of the procurement of ICT equipment for peacekeeping missions.

461. An amount of $75,000 is requested for a specialist who will provide assistance to a horizontal audit of engineering projects across major peacekeeping missions. Significant expenditures on repairs, maintenance, renovation and refurbishment of buildings have been incurred in missions, and owing to its specialized character, the expertise required in order to audit those high risk areas adequately is currently not available in the Office of Internal Oversight Services.

462. In the Internal Audit Division, an amount of $59,500 is requested for a consultant to provide training on information technology audits and controls and on report writing.

	Cost estimates	Variance	
Official travel	$1,778.2	$322.8	22.2%

463. The provision of $1,778,206 is required for the travel requirements as set out in the table below.

Type of travel	Amount ($ dollars)	Output/activity
Monitoring, Evaluation and Consulting Division	46 206	A report on operational review and risk assessment of military components in peacekeeping operations and an inspection report on the operational effectiveness of military contingents in peacekeeping operations
Monitoring, Evaluation and Consulting Division	55 700	Change management consulting assignments for the Department of Peacekeeping Operations and peacekeeping operations
Case Travel (Investigations Division)	470 500	160 investigation reports, 80 referrals to programme managers and 80 advisories to the Department of Peacekeeping Operations
Management Travel (Investigations Division)	83 000	160 investigation reports, 80 referrals to programme managers and 80 advisories to the Department of Peacekeeping Operations
Management Travel (Internal Audit Division)	212 800	Audit reports by United Nations Headquarters auditors (10), by resident auditors (90), on cross-cutting issues (2) and additional reports as specifically requested by the General Assembly 10 risk assessment exercises by resident and Headquarters-based auditors in peacekeeping missions

Use of funds	Amount (United States dollars)	Object of expenditure
Training (Monitoring, Evaluation and Consulting Division)	11 000	
Training-related Travel (Investigations Division)	145 200	
Training-related Travel (Internal Audit Division)	56 200	
Total	**1 778 200**	

464. A provision of $49,200 is requested for travel costs in relation to an operational review of military components in peacekeeping operations in the implementation of the mission mandate and to a review of operational effectiveness of military contingents in peacekeeping operations in the Monitoring, Evaluation and Consulting Division. For both components, two peacekeeping missions in the African region will be visited by one staff member for two weeks.

465. An amount of $53,300 is requested by the Monitoring, Evaluation and Consulting Division for travel costs in relation to the provision of change management consulting service to the Department of Peacekeeping Operations. It is foreseen that these activities will require two staff members engaged in four projects to travel to three peacekeeping missions in Africa and one peacekeeping mission in Europe/Latin America during 2006-07.

466. In the Investigations Division, the estimated amount of $470,500 provides for the travel of regional investigators from Vienna and Nairobi to peacekeeping missions and for the travel of resident investigator teams within their assigned missions to investigate matters reported to the Office of Internal Oversight Services.

467. An additional amount of $81,000 is requested by the Investigations Division for management travel. That entails expected trips by management between Vienna and Nairobi for consultations and planning activities as well as travel to New York for management consultations, including attendance at the meetings of Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee and meetings with the Department of Peacekeeping Operations four times per year.

468. For the Internal Audit Division, an amount of $212,600 is requested for the travel of the Chief of the Peacekeeping Audit Service to inspect, evaluate and coordinate the work done by the chief resident auditors in each peacekeeping mission and to conduct assessment exercises for interviewing candidates for peacekeeping positions in Geneva. In order to reduce travel costs, most of the required trips to Geneva will be made in conjunction with mission supervision travel. The request will also provide for the travel of resident auditors in the Middle East office and Headquarters-based auditors to undertake assignments in peacekeeping missions in the region that do not have resident audit offices.

469. With regard to training-related travel, the Monitoring, Evaluation and Consulting Division is requesting $5,700 for the travel of one staff member to participate in a specialized course on the law of armed conflict in order to increase the Division's knowledge of the applicability and scope of international humanitarian law in contemporary armed conflict situations and $7,400 for two staff

members' travel to participate in an in-depth training course on evaluation relevant to the operations of multidimensional peacekeeping operations.

470. An estimate of $195,200 is requested by the Investigations Division, which will provide for travel of six investigators from Vienna and Nairobi to London for the participation in two separate courses on investigation techniques and advanced investigations as well as for travel to Nairobi for all investigators working with peacekeeping missions for an annual common training week.

471. The requested provision of $706,300 for training-related travel in the Internal Audit Division will provide: for travel of resident auditors and Headquarters-based auditors to UNLB, Brindisi twice (two modules) for participation in a one-week administration and logistics course pertaining to peacekeeping operations and another course on substantive programme pertaining to peacekeeping operations ($639,100). Approximately 40 resident auditors and five Headquarters-based auditors are expected to participate in each module. The provision will also provide for travel of nine resident auditors to New York for a specialized course in procurement fraud training ($67,200).

472. The variance relates primarily to the additional travel requirements for training in the Internal Audit Division.

	Cost estimates	*Variance*	
Facilities and infrastructure	$230.5	$183.4	389.4%

473. The amount of $230,500 provides for rental of office equipment for New York-based staff and for office supplies and furniture for all staff based on standard costs. The variance is due to the requested increase in posts.

	Cost estimates	*Variance*	
Communications	$189.7	$144.5	319.7%

474. The estimate of $189,700 provides for commercial communications ($185,900), based on past expenditure trends, and the acquisition of communications equipment ($3,800) for the new posts based on standard costs.

	Cost estimates	*Variance*	
Information technology	$227.7	$171.7	306.6%

475. A provision of $227,700 is requested for the maintenance of IT equipment based on standard Service Level Agreement costs for each work-station in New York, Nairobi and Vienna. Maintenance costs in the field duty stations are absorbed within the respective missions' budgets.

476. In addition, $79,400 is requested for IT equipment. That will provide for standard equipment for all 19 new staff, as well as for videoconferencing equipment ($20,800), knowledge management software for the Investigations Division's Knowledge Management Unit ($8,000), licences and fees relating to the Electronic Working Paper application ($3,400), two laptops for the Resident Auditor Team in

UNMIS ($3,200), a scanner for the military expert ($1,000) and various licences and equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$195.8	$149.9	326.5%

477. The provision of $195,800 is requested for training fees ($108,200) and for various equipment ($87,600), including special security equipment such as lockable cabinets, a secure area counter and closed-circuit television monitors.

D. Executive Office of the Secretary-General

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
Ability of the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to make fully informed decisions on issues regarding peacekeeping	1.1 100 per cent of reports to intergovernmental bodies are submitted by due date. All documents reviewed and returned within a maximum of 4 days (compared to 5 days in 2005/06)

Outputs

- Advice for 96 reports to intergovernmental bodies
- Advice for 782 notes/talking points, including in preparation of presentations by the Secretary-General to the General Assembly on peacekeeping matters and press conferences
- 468 letters and notes providing guidance to the Department of Peacekeeping Operations or peacekeeping missions directly

Expected accomplishments	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of comments and guidance to the Department of Peacekeeping Operations and missions within 5 days of submission of Secretary-General's mission reports to the Executive Office of the Secretary-General

Outputs

- Provision of comments and guidance to peacekeeping missions and the Department of Peacekeeping Operations on the Secretary-General's mission reports

(b) Human resource requirements

Category	Approved[1]	Current[1]	Change	Proposed[1]
Professional and above				
D-2	1	1		
P-5	2	2		3
Subtotal	**3**	**3**	**—**	**3**
General Service				
Other level	2	2		
Subtotal	**2**	**2**	**—**	
Total	**5**	**5**		**3**

[1] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2004-05) (1)	Apportionment (2006-07) (2)	Cost estimates (2008-09) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	501.2	729.3	894.7	165.4	22.7
II. Non-post resources					
General temporary assistance		41.6	23.1	(18.5)	(44.5)
Facilities and infrastructure		13.7	2.9	(11.2)	(81.8)
Communications		12.4	12.0	(0.4)	(3.2)
Information technology		6.0	6.0		
Subtotal, category II	**—**	**73.7**	**43.6**	**(30.1)**	**(40.8)**
Total, categories I-II	**501.2**	**803.0**	**938.3**	**135.3**	**16.8**

(d) Justification of new post(s)

Reclassification for the post of Senior Political Officer (1 P-5)

478. In paragraph 6 of its resolution 59/301, the General Assembly requested the Executive Office of the Secretary-General to reportify the need for the P-5 post at the sixtieth session. The support account currently funds one D-2, two P-5 and two General Service (Other level) posts in the Executive Office of the Secretary-General, hence, providing the required resources to effectively support and backstop peacekeeping operations.

479. Even though UNAMSIL is now a special political mission, namely UNOGSIL, the volume and complexity of work has continued to increase for the Africa Team in the Executive Office of the Secretary-General. With many African countries still

embroiled in armed conflict, political and humanitarian crises, or engaged in processes towards recovery, peacebuilding and democratization. Africa remains a high priority on the agenda of the Secretary-General and the Security Council. Three of the seven peacekeeping missions in Africa have steadily grown in complexity (MONUC, UNMIS and UNOCI), resulting in an increase in the volume of documentation from the relevant departments, to be vetted and cleared by the Executive Office of the Secretary-General. The deadlock in the peace process between Eritrea and Ethiopia and the uncertainty of the political situation has also had an impact on the volume of documentation to be processed by the Executive Office of the Secretary-General.

480. In addition, there are currently three peacebuilding missions in Africa (BONUCA, UNOGBIS, and the United Nations Office in Somalia) which are also supported by the Africa Team. The responsibilities include:

(a) Process of reviewing, vetting and clearing of Secretary-General's reports to the Security Council on the United Nations peacekeeping and peacebuilding missions in Africa, Secretary-General's reports to the General Assembly and other reports on African issues, numerous notes addressed to the Secretary-General on various issues, Secretary-General's talking points for his meetings with African and other dignitaries, voluminous correspondence from the Secretary-General to African Heads of State and other dignitaries, the Permanent Missions to the United Nations, as well as the President of the Security Council, Secretary-General's speeches, messages, statements on African issues — in close coordination with the speechwriters;

(b) Monitoring Security Council proceedings on African issues, and briefing the Secretary-General and Chef de Cabinet, as appropriate;

(c) Maintaining close contact with Special Representatives of the Secretary-General and Representatives of the Secretary-General in the field, consulting with Permanent Missions and keeping the Secretary-General and the Chef de Cabinet informed of their concerns and views, as appropriate, and liaising with the African Union and other relevant regional organizations and UNDP Resident Representatives and other agencies, as appropriate.

481. In view of the increased workload and tasks with regard to African issues, the Africa Team will require two Senior Political Officers, at the P-5 level, to effectively provide the much-needed support to the Secretary-General and thereby to the Security Council, the General Assembly and other legislative organs. It is proposed that the post of Senior Political Officer (P-5), which was authorized for a period of one year, (1 July 2005 30 June 2006, be established as part of the authorized staffing requirements of the office funded by the support account budget.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$894.7	$165.4	22.7%

482. The estimate of $894,700 provides for salaries, common staff costs and staff assessment for five continuing posts. The variance of $165,400 is attributable to an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$23.1	($18.5)	(44.5%)

483. The requested amount of $23,100 provides for three months of General Service (Other level) assistance for the replacement of staff on sick and maternity leave. Given the increasing workloads and the importance of meeting deadlines, it is important for the Executive Office of the Secretary-General to be able to provide uninterrupted service to the Office of the Secretary-General.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.5	($11.2)	(81.8%)

484. The amount of $1,000 provides for rental of office equipment and office supplies for the five continuing posts at standard rates. The variance is due to provision for furniture and alteration/improvements made for a new post in the 2005/06 period.

E. Office of the United Nations Ombudsman

(a) Results-based framework

Expected accomplishment 3	*Indicator of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	100 per cent of cases to Ombudsman's office are addressed and action taken within 30 days

Outputs

- Resolution of 150 cases
- Advice to civilian mission personnel on prevention of disputes

External factors

Number and complexity of cases submitted to the Ombudsman's office will be largely consistent with previous periods

(b) Human resource requirements

Category	2005-06	2006-07	Change	Recommended[a]
Professional and above				
P-4	1	1		
Subtotal	**1**	**1**	—	—
General Service				
Other level	1	1	—	—
Subtotal	**1**	**1**	—	—
Total	**2**	**2**	—	—

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004-05) (1)	Appropriation (2005-06) (2)	Cost estimates (2006-07) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	107.0	236.0	278.9	42.9	18.2
II. Non-post resources					
Official travel	15.0	23.7	53.4	29.7	125.3
Facilities and infrastructure	1.7	7.7	1.0	(6.7)	(87.0)
Communications	2.0	5.0	4.8	(0.2)	(4.0)
Information technology	3.7	2.4	2.4		—
Other supplies, services and equipment	—	12.0	12.0		
Subtotal, category II	22.4	50.9	73.6	22.8	44.9
Total	129.4	286.9	352.5	65.7	22.9

(d) Analysis of resource requirements

	Cost estimates	Variance	
Posts	$278.9	$42.9	18.2%

485. The estimate of $278,900 provides for salaries, common staff costs and staff assessment for two continuing posts. The variance of $42,900 is attributable to an increase in standard salary costs.

	Cost estimates	Variance	
Official travel	$53.4	$29.7	125.7%

486. Itemization of travel requirements is below:

Type of travel	Amount (United States dollars)	Purpose/justification
Mission planning assessment/evaluation	40 400	Resolution of 150 cases
Training conference Attendance	4 000	Advice to civilian mission personnel on prevention of disputes
Total	**53 400**	

487. The request for $49,400 provides for the Ombudsman and one staff member to travel to three peacekeeping missions. Given the large, and increasing, number of cases coming from peacekeeping missions, especially those involving local staff, it is of the utmost importance that the Ombudsman, or a member of her staff, visit missions periodically. Three missions not previously visited will be visited in 2006/07.

488. An amount of $4,000 is requested for two professional staff members to travel to participate in a three-day training course in the United States, organized by the International Ombudsman Association. It will provide essential training for staff in handling complex cases in a manner that ensures that strictest confidentiality is maintained. The attendance in the training course is an annual requirement that would provide continuing professional education and updating of the latest developments in that field. The International Ombudsman Association also organizes annual conferences, normally lasting for four days, which provide networking and learning opportunities for practising Ombudsmen. The requested amounts will also provide for the Head of Department and two members of the office to travel to attend the 2006 annual conference.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	($6.7)	(87.0%)

489. The amount of $1,000 provides for rental of office equipment and office supplies based on standard costs. The variance is due to provisions for furniture and alteration/improvements made for a new post in 2005/06.

F. Office of Legal Affairs

(a) Results-based framework

Expected accomplishments	Indicators of achievement
Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the greatest extent practicable versus claims made against the Organization
	3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained

Outputs

- Provision of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (the Department of Peacekeeping Operations and the Procurement Service, etc.), on an as-needed and ongoing basis, regarding:
  - 50 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules
  - 100 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements as well as general questions of public international law and rules of engagement), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
  - 195 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
  - 15 claims, including assistance in resolving contractual and real property disputes as well as claims for property damage, personal injury and death
  - 15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations
  - 5 arbitration or litigation instances including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
  - 50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
  - 75 personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances
  - 5 representations in cases brought under the Statute of the United Nations Administrative Tribunal
  - 20 legal aspects of security, including the promulgation and application of the Security Handbook

External factors

Member States will be supportive of peacekeeping operations through their legal systems

(b) Human resource requirements

Category	2005/06	2006/07	Change	Reclassified*
Professional and above				
P-5	1	3	2	
P-4	3	4	1	
P-3	1	1		
Subtotal	**5**	**8**	**3**	
General Service				
Other level		1	1	
Subtotal		**1**	**1**	
Total	**5**	**9**	**4**	

* In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Appropriation (2005/06) (2)	Cost estimates (2006/07) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	824.5	909.7	1 329.4	419.7	46.1
II. Non-post resources					
Official travel	8.4	26.2	24.1	(2.1)	(8.0)
Facilities and infrastructure	1.4	1.0	33.2	32.2	3 220.0
Communications	3.5	3.5	7.1	3.6	102.9
Information technology	11.4	7.5	19.0	11.5	153.3
Other supplies, services and equipment		3.0	3.0		
Subtotal, category II	**24.7**	**41.2**	**86.4**	**45.2**	**109.7**
Total	**849.2**	**950.9**	**1 415.8**	**464.9**	**48.9**

(d) Justification of new post(s)

Strengthening of the General Legal Division (2 P-5, 1 P-4, 1 General Service (Other level))

490. During the past decade, the Organization has undergone an extraordinary expansion in the scale and scope of its procurement activities, driven largely by the huge growth in peacekeeping operations, which currently, in terms of the value of procured goods and services, comprises 85 per cent of the procurement activities of the Organization. During this period, the value of the United Nations global procurement has increased steadily from around $400 million in 1997 to over

$2 billion in 2005. The trend is still heavily upward, and in 2006, it is expected to exceed $2.5 billion, a sixfold increase in procurement activities over a decade. While the workload arising from procurement activities, particularly those relating to peacekeeping operations has seen a dramatic increase, the number of lawyers in the Office of Legal Affairs whose positions have been funded from the support account has remained essentially unchanged over the period.

491. In addition to increases in procurement activities arising from the Organization's peacekeeping operations, over the same period there have been steady increases in requests for legal advice relating to the institutional aspects of peacekeeping operations. The establishment of several new peacekeeping operations (e.g., UNOCI, MINUSTAH, ONUB, UNAMIS, and UNMIS) has required the provision of advice, including for the preparation of status-of-forces agreements, status-of-mission agreements and other similar agreements, while the winding up and transitioning of other peacekeeping missions (e.g., UNMISET and UNAMSIL) have required assistance, including with the preparation and revision transitioning agreements. Moreover, the introduction into peacekeeping missions of new components (e.g., formed police units) has resulted in increases in requests for legal assistance regarding the legislative aspects of peacekeeping operations, including the preparation of innovative regulatory instruments, such as directives concerning use of force and law enforcement practices and equipment. The increased reliance in peacekeeping missions on external armed forces in support of the Organization's peacekeeping operations has also required innovative legal arrangements for coordination and support. Finally, efforts to implement measures for the prevention of sexual exploitation and abuse in the Organization's peacekeeping operations has resulted in increases in requests for assistance concerning the legal arrangements for implementing such preventive measures, including arrangements with troop-contributing States, with vendors of goods and services and with consultants, individual contractors and staff members.

492. Workload statistics maintained by the Office of Legal Affairs over the past decade have consistently demonstrated that the amount of time spent by the Office of Legal Affairs lawyers in dealing with requests for legal assistance relating to the Organization's peacekeeping operations is effectively twice the amount of the resources made available to the Office of Legal Affairs from the support account, i.e., the percentage of time spent on peacekeeping-related matters has increased from 33.7 per cent in 2000-01 to 34.7 per cent in 2004-05 and is projected to increase further in 2006-07 owing to expanding requirements for legal advice and assistance arising from procurement activities, from claims and litigation relating to such operations. For example, workload statistics have shown that although four Professional level posts in the General Legal Division are funded from the support account annually the equivalent of eight work-years are spent by lawyers in the Division providing legal advice and assistance on a wide range of matters in support of the Organization's peacekeeping operations.

493. The dramatic increase in workload relating to peacekeeping operations has not been accompanied by a concurrent reduction in requests for legal advice and assistance for matters unrelated to peacekeeping operations. Consequently, the insufficiency of the resources allocated from the support account thus far has not only restricted the ability of the Office of Legal Affairs to meet all the demands being made for legal advice and assistance relating to the Organization's

peacekeeping operations, but also caused similar problems for the service provided to other parts of the Organization.

494. Moreover, with ever more complex and expanding requirements for legal advice and assistance arising from procurement activities, from claims and litigation relating to such operations, and in respect of the institutional arrangements for peacekeeping operations, the increase in the number and complexity of demands for legal advice and assistance will continue to accelerate. Thus, for example, in connection with the Organization's recent and expanding operations and activities in UNMIS, even greater time and effort than before has had to be devoted by senior lawyers in providing advice and assistance in respect of a variety of procurement matters, including for fuel, logistics and supplies. The demand for such efforts is likely only to increase over the coming months and years. In addition to the expanding scope of operational requirements, ongoing efforts to reform the management of the Organization's peacekeeping operations has similarly led to increases in requests for legal assistance concerning the legal regime for managing such operations.

495. Accordingly, the Office of Legal Affairs requires additional resources from the support account to meet current and future demands for legal advice and assistance relating to the Organization's peacekeeping operations. In particular, the Office of Legal Affairs requires the addition of two senior lawyers at the P-5 level and one lawyer at the P-4 level to work independently on complex procurement-related matters. Further, in order to ensure that the General Legal Division has adequate administrative and clerical support it is proposed that one General Service (Other level) post be provided to support a total of eight Professional posts, i.e., five Professional posts currently approved and the proposed three new posts.

(c) Analysis of resource requirements

	Cost estimates	Variance	
Posts	$1,329.4	$419.7	46.1%

496. An estimate of $1,389,300 is budgeted for salaries, common staff costs and staff assessment for five continuing Professional posts and for the proposed four new posts. The variance reflects the addition of the new posts and an increase in standard salary costs.

	Cost estimates	Variance	
Official travel	$24.1	($2.1)	(8.0%)

497. The requested amount of $24,100 will provide for two staff members' travel to MONUC and UNMIS to provide centrally coordinated legal support and assistance, giving legal advice to all peacekeeping and supporting units on an as-needed and ongoing basis — and in response to the recommendations made by the Office of Internal Oversight Services in its in-depth report on legal affairs (E/AC.51/2002/5). The variance to the approved level from 2005-06 relates to higher airfares to the missions selected for visits.

	Cost estimates	Variance	
Facilities and infrastructure	$33.2	$32.2	3 220.0%

498. The amount of $33,200 provides for rental of office equipment, office supplies and furniture based on standard costs. The variance relates to the provision for furniture for the requested four new posts.

	Cost estimates	Variance	
Communications	$7.1	$3.6	102.9%

499. The provision of $8,000 will cover commercial communications costs for all staff based on past experience and for the acquisition of communication equipment for the proposed new posts based on standard rates. The variance is due to the requested increase in number of posts.

	Cost estimates	Variance	
Information technology	$19.0	$11.5	153.3%

500. The requested amount of $20,900 provides for maintenance of information technology equipment for 10 workstations based on standard costs. It also provides for new workstations for the requested new posts as well as for the replacement of a laptop computer. Based on the policy set out in General Assembly resolution 59/296, two network printers will be provided to new staff and to replace existing stock. The variance in comparison with the approved amounts in 2005/06 related to the equipment required for new staff.

G. Department of Public Information

(a) Results-based framework

Expected accomplishments	Indicators of achievement
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of peacekeeping operation headquarters within 30-90 days of the Security Council resolution

Outputs

- Conduct of a one-week specialized training course for mission and Headquarters public information personnel identified for possible rapid deployment

Expected accomplishments	Indicators of achievement
Increased efficiency and effectiveness of peacekeeping operations	3.1 80 per cent of surveyed peacekeeping operations indicate satisfaction with the quality of support (compared to target of 75 per cent in 2005/06)

Outputs:

- Provision of strategic guidance and support, from Headquarters and in situ, to 9 peacekeeping missions (MINUSTAH, MONUC, ONUB, UNOCI, UNMEE, UNMIL, UNMIK, UNMIS and UNOMIG) in formulating and implementing public information strategies
- Provision of advice on public information matters to 4 peacekeeping missions (MINURSO, UNDOF, UNFICYP and UNIFIL)
- Substantive update and maintenance of 7 web pages each for 12 peacekeeping missions (MINURSO, MINUSTAH, MONUC, ONUB, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMEE, UNMIL, UNMIS and UNOMIG)
- Update of policy and guidance document for public information in United Nations peacekeeping operations

External factors:

Peacekeeping partners will cooperate in public information matters

(b) Human resource requirements

Category	2005 (no.)	2006[a] (no.)	Change (no.)	Reclassified (no.)
Professional and above				
P-2	2	2	—	—
Total	2	2	—	—

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2004/05) (1)	Appropriation (2005/06) (2)	Cost estimates (2006/07) (3)	Variance: Amount (4) = (3) - (2)	Variance: Percentage (5) = (4) ÷ (2)
I. Post resources	382.9	364.3	376.2	11.9	3.3
II. Non-post resources					
Consultants	7.1	6.5	6.5	—	—
Official travel	51.6	44.2	52.8	8.6	19.5
Facilities and infrastructure	0.4	0.4	1.0	0.6	150.0
Communications	2.9	2.9	2.9	—	—
Information technology	1.0	2.4	2.4	—	—
Other supplies, services and equipment	5.7	6.0	6.0	—	—
Subtotal, category II	69.3	65.4	74.6	9.2	14.1
Total	452.2	429.7	450.8	21.1	4.9

(d) **Analysis of resource requirements**

	Cost estimates	Variance	
Posts	$376.2	$11.9	3.3%

501. The estimate of $376,200 provides for salaries, common staff costs and staff assessment for two continuing posts at the P-4 level. The variance of $11,900 is attributable to an increase in standard salary costs.

	Cost estimates	Variance
Consultants	$9.5	—

502. The requirements for consultants are outlined below.

Expertise	Person-month	Amount ($'000)	Output estimates
Media technology, relations, coordination and planning	5	9.500	Provision of strategic guidance and support, from Headquarters and in situ, to 9 area planning missions in formulating and implementing public information strategies
Total		**9.500**	

503. The provision of $9,500 is made for consultants to support a specialized training course in the areas of media relations, policy coordination with partners and strategic, operational and logistical planning during the rapid deployment phase of newly established missions. The training is essential for updating the skills of the staff concerned, given the rapid changes occurring in the media world and the expertise and skills necessary in media technology and planning, which are not available internally. The request remains at the same level as in the 2005/06 financial period.

Official travel	$52.8	$8.6	19.5%

504. The travel requirements are detailed below:

Type of travel	Amount (U.S. dollars)	Travel requirements
Public information coordination and support	$32,200	Provision of strategic guidance and support, from Headquarters staff to visit six peacekeeping missions on formulating and implementing public information strategies
Training	20,700	
Total	**$52,800**	

505. The amount of $32,200 requested for public information coordination and support will provide for four visits of one staff member from the Department of Public Information to four different missions to work directly with mission personnel in the development of public information strategies and activities to enhance efficient implementation of the public information plan of action. Subject to changes agreed with the Department of Peacekeeping Operations owing to operational necessities and priorities, the missions expected to be visited in the 2006/07 financial period are UNMIS, MONUC, UNOCI and UNMIL.

506. The request for training-related travel amounting to $20,700, which is at the same level as in 2005/06, is for approximately 20 staff members' travel to UNLB, Brindisi, to participate in the one-week specialized training course on media relations during the rapid deployment phase of newly established missions. The variance of $8,600 is due to higher cost of airfares to the missions planned to be visited in 2006/07.

H. Department of Safety and Security

(a) Results-based framework

Expected accomplishments	Indicators of achievement
Increased efficiency and effectiveness of peacekeeping operations	1.1 Implementation by peacekeeping missions of all (100 per cent) of the Department of Safety and Security recommendations based on security standards, policy, guidance, directives, plans, procedures and security management reviews (2005/06: data not available)
	1.2 Deployment of all (100 per cent) contingency assistance staff from Headquarters within 48 hours (2005/06: no data available)

Outputs

- 11 peacekeeping missions' security management review reports for MINURSO, MINUSTAH, MONUC, ONUB, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIK, UNMIL, UNMIS, UNOCI and UNOMIG through mission security assistance visits
- Organization and conduct of the annual peacekeeping missions security training workshop for Chief Security Advisers and Security Advisers
- Security training for 11 Mission Security Management Teams in MINURSO, MINUSTAH, MONUC, ONUB, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIK, UNMIL, UNMIS, UNOCI and UNOMIG
- Screening of 4,000 applicants for recruitment of internationally recruited security personnel for peacekeeping missions
- Finalization of the development of standard operating procedures for stress counselling units in peacekeeping missions. Consisting in the wide dissemination of the 2005/06 approved standard operating procedures to all Department of Peacekeeping Operations managers, online availability on the Department of Peacekeeping Operations and the Department of Safety and Security websites and incorporation in the new Department of Peacekeeping Operations counsellors' induction package
- Psychosocial support for peacekeeping mission personnel
- Updated training module on substance abuse to be presented by stress counsellors
- Training of 150 senior management team members and 900 security and safety personnel in peacekeeping missions on security standards, policy, guidance directives, plans, procedures and firearms
- Pre-screening of 100 candidates for personal protection vacancies in peacekeeping missions

External factors

Peacekeeping partners and local institutions will cooperate on security matters

(b) Human resource requirements

Category	2005-06	2006-07	Change	Percentage*
Professional and above				
P-5	1	1		
P-4	4	5	1	
P-3	1	1		
P-2	1	1		
Subtotal	**7**	**8**	**1**	
General Service				
Other level	2	2		
Security and Safety Service	3	3		
Subtotal	**5**	**5**		
Total	**12**	**13**	**1**	

* In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (January 2004-December 2004)	Apportionment (2005-06)	Cost estimates (2006-07)	Variance	
				Amount	Percentage
I. Post resources	1 652.7	1 624.6	1 810.2	185.6	11.4
II. Non-post resources					
Consultants	99.9	100.0	100.0		
Official travel	307.7	326.4	433.1	106.7	32.7
Facilities and infrastructure		2.4	14.2	11.8	491.7
Communications	3.7	23.2	29.3	6.1	26.3
Information technology	22.9	14.4	18.3	3.9	27.1
Other supplies, services and equipment	7.0		2.0	2.0	
Subtotal, category II	**440.2**	**466.4**	**596.9**	**130.5**	**28.0**
Total	**2 092.9**	**2 091.0**	**2 407.1**	**316.1**	**15.1**

(d) Justification of new post(s)

Security Coordination Officer (P-4)

507. Effective 1 January 2005, the Department of Safety and Security was established pursuant to General Assembly resolution 59/276. Posts approved under the support account for the Security and Safety Service (1 P-5, 1 P-2 and 3 Safety

and Security posts) and the Office of the United Nations Security Coordinator (1 P-5, 4 P-4 and 2 General Service (Other level) posts) have been transferred to the newly established Department of Safety and Security, as detailed in the 2005/06 support account budget report (A/59/730).

308. The provisions of resolution 59/276 called for the urgent implementation of a unified and strengthened security management system. In implementing resolution 59/276 in peacekeeping operations, the Headquarters security components and the mission security components have been integrated into a single security structure. Security-related support is provided by the Peacekeeping Operations Support Service, which is located in the Office of Regional Operations of the Department of Safety and Security. The Peacekeeping Operations Support Service currently consists of one P-5 Senior Security Coordination Officer, three P-4 Security Coordination Officers, one P-4 Mines Counsellor and two General Service (Other level) posts.

309. The Senior Security Coordination Officer serves as the Chief of the Peacekeeping Operations Support Service and supervises the three Security Coordination Officers and provides daily security advice to the senior management of the Department of Peacekeeping Operations and, as required, to the senior managements of the peacekeeping missions. Dedicated security support is currently provided to 18 peacekeeping missions, including two funded under the regular budget (UNTSO and UNMOGIP) with approximately 14,912 international (including approximately 900 international security officers) and national civilian staff. Each Security Coordination Officer is responsible for a maximum of two high-risk, complex, multidimensional "intensively managed missions" within his/her overall portfolio. They support the field missions as well as the management and substantive and operational entities of the Department of Peacekeeping Operations, including maintaining close cooperation with the Military and Police Divisions. Currently, two of the Security Coordination Officers are assigned responsibilities for five missions and one Security Coordination Officer has the responsibility for six missions. In the peacekeeping operations where the Head of Mission is also the Designated Official for that country, the Security Coordination Officers also provide security support to the United Nations funds, programmes and agencies.

310. It is the responsibility of the Security Coordination Officers to:

(a) Support the conceptual development by the Department of Safety and Security and/or the Department of Peacekeeping Operations of safety and security policies, directives, and procedures by providing input through the Department of Safety and Security Policy Unit and the Department of Peacekeeping Operations Security Focal Point;

(b) Serve as the Department of Safety and Security representative and participant in integrated mission planning groups for transitioning or potential peacekeeping missions where they produce, in coordination with the Department of Safety and Security Threat Analysis Unit, the threat assessment, develop the overarching security concept, design the security structure and specify the required security personnel, training and equipment;

(c) Produce the initial security plan for new missions;

(d) Participate in the Department of Peacekeeping Operations and/or the interdepartmental field assessment surveys and produce security assessments to support planning;

(e) Provide oversight and assistance, to include on-site assistance in the development and maintenance of field-mission safety and security plans and procedures;

(f) Identify, in collaboration with field missions, the requirements for security education and training, and coordinate the Department of Safety and Security Training Unit support;

(g) As required, conduct training of Designated Officials, Security Management Teams, Security Staff and other mission staff themselves during field visits;

(h) Maintain an awareness of the provision of security staff to field missions and make monthly recommendations to Personnel Management and Support Services Department of Peacekeeping Operations on priorities for staff recruitment and deployment and maintain an awareness of the provision of security equipment in field missions and work with the peacekeeping missions, the Operational Management Service Department of Peacekeeping Operations and the Executive Office Department of Safety and Security to determine solutions for shortfalls. In addition, as required, but on at least an annual basis for less complex missions and twice-yearly for more complex missions, each Security Coordination Officer is responsible for conducting a security assistance visit to each mission, produces a security management review report with recommendations to enhance the mission's security management system, and, as required, deploy, on a temporary basis (usually several weeks) to field operations to support crisis operations, mission establishment or other contingencies. As security is a 24/7 operation, when any of the Security Coordination Officers is absent either on mission or on leave, one or both of the remaining Officers will have to perform his/her tasks during the absence.

511. Given the increase in the number of peacekeeping operations and its complexities and the degree of responsibilities, the current authorized level of three Security Coordination Officers is clearly inadequate to effectively support the security-related aspects of all peacekeeping operations and the special political missions as well as the Department of Peacekeeping Operations. It has become clear that the full range of planning, training, emergency response, compliance and assistance cannot be provided by only four officers, i.e., one P-5 and three P-4. The effect of the increased workload is apparent in that it has hindered the ability of the Peacekeeping Operations Support Service to respond promptly and effectively to emergencies in the peacekeeping missions while concurrently continuing to maintain day-to-day support to the missions.

512. An additional Security Coordination Officer at the P-4 level is needed to strengthen the Peacekeeping Operations Support Service and to enable the implementation of the integrated security structure mandated by the General Assembly.

(c) **Analysis of resource requirements**

	Cost estimates	Variance	
Posts	$1 810.2	$185.6	11.4%

513. An estimate of $1,810,200 is budgeted for salaries, common staff costs and staff assessment for 12 continuing posts and for one new post as Security Coordination Officer. The variance reflects the addition of one post and an increase in standard salary costs.

	Cost estimates	Variance
Consultants	$100.0	

514. The amount of $100,000 is requested by the Department of Safety and Security for consultants to train 900 mission security and safety personnel in peacekeeping missions on security awareness, hostage awareness, defensive techniques, first aid, hazardous materials/fire and safety, United Nations firearms qualifications, use of non-lethal weapons, bomb recognition and VIP personal protection.

	Cost estimates	Variance	
Official travel	$433.1	$100.7	12.7%

515. The travel requirements are detailed below:

Type of travel	Amount ($'000)	Comments
Mission planning assessment consultations	100.100	13 peacekeeping missions' security management review reports
Training	333.000	Organization and conduct of the annual peacekeeping mission security training workshop for Chief Security Advisers and Security Advisers, security training for 13 Mission Security Management Teams, training of 150 senior management team members and 900 security and safety personnel in peacekeeping missions on security standards, policy, guidance directives, plans, procedures and firearms
Total	**433 100**	

516. An amount of $100,100 is requested for senior security staff from New York to conduct compliance inspection visits to 13 different peacekeeping missions.

517. $333,000 is requested for Chief Security Advisers/Officers and their deputies to travel to UNLB in Brindisi to attend the annual peacekeeping mission security training workshop and to undergo training in system-wide security risk management methodology, for the travel of trainers to 13 missions to conduct security training

for Mission Security Management Teams' travel to the missions to conduct training on security awareness, hostage awareness, defensive techniques, first aid, hazardous materials fire and safety, United Nations firearms qualifications, use of non-lethal weapons, bomb recognition and VIP personal protection.

	Cost estimates	Variance	
Facilities and infrastructure	$14.2	$11.8	491.7%

518. The amount of $8,000 provides for rental of office equipment, office supplies and furniture based on standard costs. The variance relates to the provision for furniture for the requested post as Security Coordination Officer.

	Cost estimates	Variance	
Communications	$29.3	$6.1	26.3%

519. The amount of $29,300 provides for communications equipment for the requested new post as Security Coordination Officer and for commercial communications costs for 13 posts based on past experience.

	Cost estimates	Variance	
Information technology	$18.3	$3.9	27.1%

520. The requested amount of $18,300 provides for maintenance of information technology equipment for 13 workstations based on standard costs. It also provides for a workstation for the requested new posts as well as for the replacement of a laptop computer.

	Cost estimates	Variance	
Other supplies, services and equipment	$2.0	$2.0	—

521. The request for this provision of $2,000 is made to cover costs of support and production of training materials in relation to the Chief Security Advisers/Officers annual peacekeeping mission security training workshop in UNLB, Brindisi.

III. Action to be taken by the General Assembly

522. **The action to be taken by the General Assembly is as follows:**

(a) **Approval of the support account estimate amounting to $189,538,800 for the 12-month period from 1 July 2006 to 30 June 2007;**

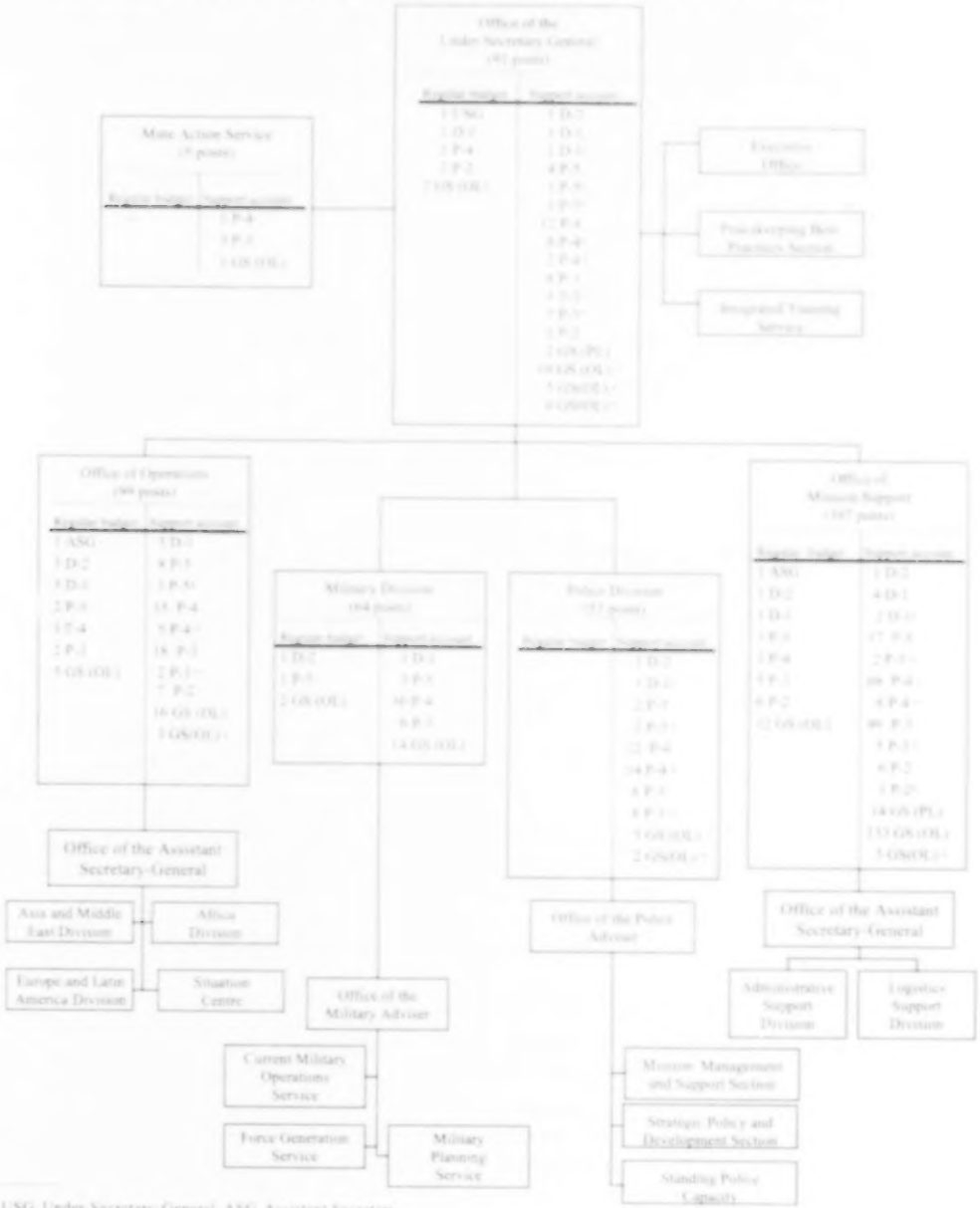
(b) **Application of remaining unencumbered balance of $2,719,100 in respect of the period from 1 July 2004 to 30 June 2005 to the support account requirements for the period 1 July 2006 to 30 June 2007;**

(c) Application of the amount in excess of the authorized level of the Peacekeeping Reserve Fund for the period ended 30 June 2005, namely $15,804,000, to the requirements of the support account for the period from 1 July 2006 to 30 June 2007;

(d) Proration of the amount of $171,015,700 among the individual active peacekeeping operation budgets to meet the requirements of the support account for the period from 1 July 2006 to 30 June 2007.

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2006 to 30 June 2007



Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level.

[*] New post.

[†] Transferred.

Annex II

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2006 to 30 June 2007

Abbreviations: USG, Under-Secretary-General; GS, General Service; OL, Other level; PL, Principal level; LL, Local level; NGS, National General Service.

* New post in 2006/07.

Annex III

Proposed staffing of the Department of Management for the period from 1 July 2006 to 30 June 2007

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level.

Annex IV

Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 59/296 and the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly and of the United Nations Board of Auditors

A. General Assembly (resolution 59/296)

Decisions and requests of the General Assembly	Action taken to implement decisions and requests
Section I	
Submit an annual overview report on the financing of peacekeeping missions, reporting, inter alia, on trends in the size, composition and funding of peacekeeping, relevant developments in peacekeeping operations, efforts to improve the management and functioning of peacekeeping operations and the management priorities for the coming year as well as actions taken to implement the provisions of resolution 59/296 (para. 3)	Implemented — Overview report on the financing of the United Nations peacekeeping operations: budget performance for the period 1 July 2004 to 30 June 2005 and budget for the period 1 July 2006 to 30 June 2007 issued (A/60/696)
Section II	
Decides that the progressive implementation of results-based budgeting should be in full compliance with General Assembly resolution 55/231 (para. 3)	Implemented
Ensure that the purpose of the indicators of achievement is not to assess the performance of Member States but, where possible, to reflect the contributions by peacekeeping missions to the expected accomplishments and objectives, in keeping with their respective mandates (para. 5)	Implemented
Submit future budget proposals in full compliance with General Assembly resolution 55/231 (para. 6)	Implemented
Section III	
Provide in the budget documents the necessary information available that fully justifies the Secretary-General's resource requirements	Resource requirements have always been fully justified as is the case for the support account budget 2006/07
Ensure that the Department of Peacekeeping Operations and all missions make every effort to introduce strict budgetary discipline and enforce adequate controls over budget implementation (para. 5)	Regular budget monitoring is carried out by budget and finance officers in the budget implementation of the support account

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Affirms that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and articulate future strategies in this regard (para. 9)	Where possible management improvements and efficiency gains have been articulated in the budget report
Undertake the review of the functions of the posts as an ongoing exercise and to determine the level of posts according to changing operational requirements as well as the actual responsibilities and functions performed, with a view to ensuring the most cost-effective use of resources (para. 10)	Programme managers have undertaken a review of their totality of resources including posts by considering the redeployment of resources from functional areas related to closed and or downsized missions in their request for new posts
Section VIII. Training, recruitment and staff in the field	
Ensure that the highest standards of efficiency, competence and integrity serve as the paramount consideration in the employment of staff, with due regard for the principle of equitable geographical distribution, in accordance with Article 101, paragraph 3, of the Charter of the United Nations (para. 8)	Programme managers at United Nations Headquarters have taken these considerations fully in the selection of staff
Section XVII. Asset Management	
The Department of Peacekeeping Operations should ensure that all missions implement an assets replacement programme in a cost-effective manner and in strict compliance with the guidelines on the life expectancy of assets	Implemented (paragraphs 50 and 51 of A/60/696 refers)
Section XXI. Ratios of vehicles and information technology to staff	
Reduce progressively the allocation of one printer per work station and to implement, with immediate effect, where it is cost-effective and feasible, the ratio of printers to desktop computers of 1:4 for all work stations in peacekeeping missions, at Headquarters and in the field (para. 6)	Implemented
Defer consideration of new provisions for desktop computers, printers and laptops at Headquarters and in the field with the exception of new missions and those missions undergoing expansion according to Security Council mandates as well as for replacement purposes in strict compliance with the General Assembly resolution, pending the report of the Office of Internal Oversight Services on the comprehensive management audit to review the practices of the Department of Peacekeeping Operations, mentioned in section IV, paragraph 4, of resolution 59/296 (para. 7)	Implemented

General Assembly (resolution 59/301)

Request/recommendation	*Action taken to implement request/recommendation*
Request the Secretary-General to rejustify the need for the P-5 post in the Executive Office of the Secretary-General at the sixtieth session (para. 6)	The request has been rejustified in the present report
Decides to provide general temporary assistance to implement and monitor the environmental protection programmes in the field, and requests the Secretary-General to rejustify this position by providing additional information on the necessity of the backstopping capacity at Headquarters and on the ongoing cooperative arrangements with the United Nations Environment Programme in the area of environmental protection (para. 9)	The position has been rejustified in the budget report of the support account 2005/06
Requests the Secretary-General to entrust the Office of Internal Oversight Services to conduct an audit of standard costs applied to Headquarters overheads such as furniture and rental of premises, providing comparative costs on current market prices for these items, and to submit its findings to the General Assembly at the second part of its resumed sixtieth session (para. 12)	The Office of Internal Oversight Services report on the audit of the standard costs applied to Headquarters overheads will be submitted to the General Assembly at the second part of its resumed sixtieth session. The Secretariat has taken into consideration the recommendations of that Office in the computation of non-post resources for the budget report of the support account 2006/07
Decides that all future requests for additional headquarters capacity linked to new or expanded peacekeeping or peace support missions must be accompanied by an analysis of spare capacity created by any downsizing or liquidation of other missions (para. 13)	This has been implemented in the consideration for additional resources for the support account fiscal year 2006/07
Also decides that following the end of mandate of missions, mission-specific posts in the Office of Operations of the Department of Peacekeeping Operations should be disestablished or redeployed and reflected accordingly in the next support account proposal (para. 14)	This has been implemented in the requests for resources for the support account 2006/07
Notes that as a result of the expanded range of activities in the Situation Centre, there is a need for a broader and balanced range of skills and qualifications, including but not limited to knowledge of operational military and civilian police issues, among the Situation Centre officers, and in this regard requests the Secretary-General to ensure that the 11 Operations Officer (P-3) posts are available for incumbency to all qualified candidates, including officers seconded from Member States, keeping in mind the importance of representation of major troop-contributing countries (para. 17)	Implemented During the current period, vacancies for Operations Officers (P-3) have been circulated both through Galaxy and by note verbale to Member States seeking submission of officers on a secondment basis. Two selections have been made, with one being an active officer from a major troop contributor

Request/recommendation	*Action taken to implement request/recommendation*
Rejustification of vacant posts	
Reiterates paragraph 18 of resolution 57/318, and requests the Secretary-General to submit, during future considerations of the support account budget, information as outlined in paragraph 22 of the report of the Advisory Committee with respect to posts that will have been vacant for at least 12 months by 30 June of a given year on the understanding that, in the interim, until such consideration by the General Assembly, the recruitment process will not be affected;(para. 12)	See comments above on "Rejustification of posts"

B. Advisory Committee on Administrative and Budgetary Questions (A/59/784)

Request/recommendation	*Action taken to implement request/recommendation*
General Consideration	
The Advisory Committee therefore reiterates the need to fully take into account the rationale for the establishment of the support account and the principles and guidelines approved by the General Assembly concerning the expenses of peacekeeping operations. The Committee recommends that the Secretary-General be requested to analyse the evolution of the support account starting with the original concept of overload and describe changing needs to justify departures from the original concept (para. 11)	The Secretariat plans to undertake such a review and will report to the General Assembly at the second part of its resumed sixty-first session
Pending a decision on the recommendation referred to in paragraph 42 above and a clearer indication of the total requirements required in that regard, the Advisory Committee is recommending the use of general temporary assistance resources equivalent to 1 P-5, 1 P-4, 1 P-2 and 1 General Service (Other level) post to provide the start-up capacity. The Committee is not convinced of the need for a D-1 post for the Chief of the Unit, as the Unit reports to the Director of Change Management (D-2). Moreover, this should be taken into account in the context of the review of the functions of the Director of Change Management requested by the Committee in its report (A/56/478, para. 28) on the implementation of the report of the Panel on United Nations Peace Operation (para. 43)	The Secretary-General's report on the comprehensive implementation plan for a preventive strategy and for follow-up action on sexual exploitation and abuse will be submitted to the General Assembly The functions of the Director of Change Management are being reviewed in the context of the ongoing review of the organization of the Department of Peacekeeping Operations

Request/recommendation	*Action taken to implement request/recommendation*
The next support account budget should contain information on interaction and coordination with the Peacekeeping Best Practices Section regarding the rule of law (para. 78)	The Police Division has a strong and collaborative relationship with the Peacekeeping Best Practices Section and the staff from the Criminal Law and Judicial Advisory Unit (CLJAU) on overarching rule of law matters. Formal and informal collaboration occurs at both leadership and working levels. In addition to regular informal collaboration and information sharing, some of the key examples of collaboration on particular projects/issues such as developing the rule of law index and other substantive areas
Pending the results of that review, the Committee recommends approval of one P-3 post for Peacekeeping Financing Division. The second post should be redeployed from within the Department of Management (para. 111)	The planned external review of the Office of Programme Planning, Budget and Accounts (OPPBA), previously scheduled to be conducted during 2004, is currently being undertaken by an external consultancy firm

Annex V

Information technology applications contained in the proposed budget for the period from 1 July 2006 to 30 June 2007

			Cost (Thousands of United States dollars)					
Application	*Description*	*Department/Office*	*Staff*	*GTA*	*Consult*	*IT*	*Other*	*Total*
Food Rations Management System	The system will enable the automation, management and monitoring of rations in field missions and will optimize the Department of Peacekeeping Operations' food management capacity and mitigate wastage, loss by enhancing control and visibility.	DPKO/OMS			360.0	1 400.0	350.0	**2 110.0**
Enterprise Content Management (ECM)	New Information Technology System to provide support in managing documents and records. The core modules of the ECM are: • Document Management • Web Content Management • Document Imaging • Record Management, Collaboration and Digital Asset Management	DM/OCSS/ ITSD		413.3	270.0	288.0		**971.3**
		DPKO/OUSG/ PBPS						
Customer Relationship Management (CRM)	Comprehensive program at HQ to support, automate, and streamline existing business processes according to industry best practices. Core modules of CRM include: • Call centre and service management • Information technology service management • Asset management • Business analytics and reporting • Relationship management • Project management	DM/OCSS/ ITSD		413.3	175.0	98.0		**686.3**

Application	Description	Departments/Offices	Cost (Thousands of United States dollars)					
			Staff	GTA	Consult	IT	Other	Total
Enterprise Budget Application (EBA)	A new tool for formulating and analysing mission, support account, and UNLB budgets. The new system streamlines the budget formulation process by providing: • Historical data for budget analysis • Integration of related data and results-based budgeting frameworks • Reduced risk of error in data entry and aggregation, and reduction of double data entry • More timely budget completion • System security Tighter controls on standard cost usage and access to budgetary information	DM/OPPBA/PFD		197.9	1 500.0	476.0	50.0	2 223.9
		DM/OCSS/ITSD		321.2				321.2
Disaster Recovery and Business Continuity Support	Coordination and monitoring of the services required to enable the management and operation of the Department of Peacekeeping Operations global disaster recovery and business continuance (DRBC) architecture and systems. Coordination of server and network infrastructure requirements, configuration and establishment of documentation for implemented systems, including day-to-day operational support, operation of the DRBC infrastructure in the Department of Peacekeeping Operations, maintaining flexible support for changing Departmental DRBC requirements and monitoring of DRBC systems	DPKO/CITS			525.0			525.0
DPKO Portal/Intranet	The Department of Peacekeeping Operations is scheduled to launch a departmental Intranet website by spring 2006. Following this, the Department will further develop this Intranet into a portal that is part of a Secretariat-wide portal	DPKO/OUSG/PBPS		107.1				107.1